



**STRATEGY & ORGANIZATION  
SUMMER RESEARCH CAMP 2015  
22 – 23 JUNE**

---

## **TABLE OF CONTENTS**

Visiting Faculty Biographies	1
Program	5
Presentation Abstracts	7
SMU Map and Directions	11
Dinner Venue	12

## VISITING FACULTY BIOGRAPHIES

We are happy to welcome several esteemed visitors to this year's summer research camp. You can find their biographies in alphabetic order below:

### JAY ANAND



Jaideep (Jay) Anand is the William H. Davis Chair and Dean's Distinguished Professor of Strategy at the Fisher College of Business, Ohio State University. Prior to joining Fisher, he was faculty at the University of Michigan (Ross). He earned a B.Tech. in Mechanical Engineering from the Indian Institute of Technology, New Delhi, India, and master's and Ph.D. degrees from the Wharton School, University of Pennsylvania. His interests include corporate growth, mergers & acquisitions, joint ventures & strategic alliances, global strategy and strategy implementation.

He regularly consults and conducts executive education programs with companies all over the world. He has worked in more than a dozen countries in Africa, the Americas, Asia and Europe. He has appeared on *ABC*, *NBC* and *CBS TV News*, *National Public Radio* and *Summit Business TV* and has been referenced in *The Economist*, *Wall Street Journal*, *USA Today*, *CEO magazine*, *Knowledge@Wharton* and other popular media in several countries. He has received several awards for his teaching and contribution to management knowledge, including Outstanding Editorial Board Member from the *Strategic Management Journal* (2010), the Best Reviewer Award from *JIBS* (2009), the Pacesetter Research Award (top research award at Fisher College) (2008), Executive education teaching awards (2014 & 2009), MBA Teaching awards (2012, 2011, 2009, 2007, 2003 and 1997), Best PhD Teacher award nomination (2004 and 2001), Booz, Allen and Hamilton Fellowship (2002), Best Research Paper Award in International Management (2001), the Outstanding Reviewer award from the Academy of Management (2000), F.W.P. Jones Award for Outstanding Faculty (1996-98), and several other international awards for research and professional excellence, and has been selected for inclusion in *Who's Who in America* since 2006.

He is the elected chair of the Academy of Management (the largest academic association in the field of management), IM division, Associate Editor of the *Global Strategy Journal* and is or has been a member of the editorial boards of *Strategic Management Journal*, *Organization Science*, *Journal of International Business Studies*, and *Journal of Management Studies*. His research has been published in business press (including the *Financial Times*, *California Management Review* and the *Columbia Journal of World Business*), academic journals (including the *Academy of Management Journal*, *Strategic Management Journal* and *Organization Science*), and has been widely presented at research conferences around the world.

## ALVARO CUERVO-CAZURRA



Alvaro Cuervo-Cazurra is Professor of International Business and Strategy, the Walsh Research Professor and the Robert Morrison Fellow at the D'Amore-McKim School of Business at Northeastern University. He is a faculty fellow at Henley Business School, Reading University; Institute for Emerging Market Studies, Moscow School of Management SKOLKOVO; and Montreal Local-Global Research Group. Before joining Northeastern he was a faculty member at the University of South Carolina and at the University of Minnesota, and visiting professor at Cornell University.

Alvaro studies the internationalization of firms, with a special interest in emerging market multinationals. He also analyzes governance issues, with a special interest in corruption in international business. His seventy published research papers appear in leading academic journals, such as *Journal of International Business Studies*, *Academy of Management Journal*, *Strategic Management Journal*, *Global Strategy Journal*, *Journal of World Business*, and *Research Policy*, and in several edited books. He has recently coedited the book *Understanding Multinationals from Emerging Markets*. His geographical area of expertise is Latin America. He has done fieldwork in Argentina, Brazil, Chile, Costa Rica, Guatemala, Nicaragua, Mexico, Spain, and the US.

His research has received numerous awards. His dissertation at the Massachusetts Institute of Technology received the best dissertation in strategy award from the Academy of Management, and was finalist for best dissertation in international management award and for the Gunnar Hedlund award. A paper from his dissertation at the University of Salamanca received the best Ph.D. student paper award in strategy from the Academy of Management. Two of his papers received best paper awards from the Academy of Management's International Management division and one received a best paper award from the European International Business Academy.

He is the reviewing editor of *Journal of International Business Studies* and serves on the editorial boards of other leading journals, such as *Strategic Management Journal*, *Global Strategy Journal*, *Organization Studies*, *Journal of World Business*, and *Journal of International Management*. He guest edited special issues of *Journal of International Business Studies* and *Global Strategy Journal*.

Alvaro is a Member of the Executive Committee of the Academy of Management's International Management Division (2012-2017), was Chair of the Communications Committee of the Academy of Management's International Management Division (2008-2012), and was Representative-at-Large of the Strategic Management Society's Global Strategy Group (2006-2008). He has been Track Chair at the Academy of International Business Annual Meeting twice (2003, 2011), has co-organized the program of the Academy of International Business Latin American Chapter (2010), and has organized the professional development workshop program (2013) and the academic program (2014) of the International Management Division of the Academy of Management. He has received an outstanding service award from the Academy of International Business and six best reviewer awards.

## VIBHA GABA



Vibha Gaba is an Associate Professor of Entrepreneurship at INSEAD. Her core expertise is in the area of corporate entrepreneurship, organizational innovation and learning. Much of her published and ongoing research pivots around how organizations learn and its impact on their ability to innovate and adapt their business. Her research has appeared in top academic journals such as the *Academy of Management Journal*, *Organization Science*, *Journal of International Business Studies*, and *Strategic Entrepreneurship Journal*. She also serves on the Editorial Board of *Journal of Management*.

At INSEAD, she teaches modules on leadership and change in various open enrollment and company specific executive programs including Adidas, Alstom, Astra Zeneca, Bank Mandiri, COFRA, RHB, Hewlett Packard, IBM, Indian Railways, KPMG, McKinsey, Petronas, Shell, and TNT. She is also the Academic Program Director for Leading Successful Change and Learning to Lead, a three-day open enrollment programs for executives. She has also taught MBA core Organizational Behavior course as well as an MBA elective on Leadership and Change. Her teaching portfolio also includes a Ph.D. course on Organization Theory.

She holds a Ph.D. in Management from Lundquist College of Business, University of Oregon, USA, a Masters in Sociology from the Delhi School of Economics, and a Bachelors degree in Economics from Delhi University, India. She has also worked as a business journalist for a leading financial daily in India, and as a writer and consultant for the Oxford University Press.

## HENRICH GREVE



Henrich R. Greve is Professor of Entrepreneurship at INSEAD. He holds a Ph.D. in organizational behavior from the Graduate School of Business, Stanford University along with an M.A. in Sociology.

Henrich's main interest is the causes and consequences of strategic change in organizations, but he also studies organizational innovations, and organizational founding and growth in young industries. He has published over 50 articles in journals including *Administrative Science Quarterly*, *Academy of Management Journal*, *Strategic Management Journal*, *American Journal of Sociology*, and *Management Science*. He has authored the book *Organizational Learning From Performance Feedback: A Behavioral Perspective on Innovation and Change* (Cambridge University Press, 2003) and co-edited the book *Multiunit Organization and Multiunit Strategy*, (Advances in Strategic Management, vol. 18, with J.A.C. Baum).

Henrich was a joint guest editor of the “Building Effective Networks” Special Research forum in the *Academy of Management Journal* and the special issue "Behavioral Theory of the Firm: Forty Years and Counting" at *Organization Science*. He is an associate editor of *Administrative Science Quarterly*, and has previously been a Senior Editor in *Organization Science*. He has served as the Program Chair and Division Chair of the Organization and Management Theory (OMT) Division at the Academy of Management.

His business and policy presentations include the World Knowledge Forum in Seoul, Korea and the World Economic Forum Annual Meeting of New Champions in Tianjin, China.

## **JAMAL SHAMSIE**



Professor Shamsie received his Ph.D. in the area of strategic management from McGill University. His current research draws on the resource-based view, first mover advantage, strategic learning and decision-making under uncertainty. Dr. Shamsie has published in Strategic Management Journal, Academy of Management Journal and Journal of Management. He has also won an award with Danny Miller for the best paper in Academy of Management Journal. Dr. Shamsie's research has also focused on the entertainment sector. He has organized conferences and edited a special issue of

Organization Science on this topic. He has recently edited a book of readings on strategic issues that are confronting various entertainment and media industries.

## PRESENTATION PROGRAM

# Monday 22 June

*Location: LKCSB Level 3, Seminar Room 3.10*

9:30 - 10:00	Opening address
10:00 - 10:30	<b>Presentation 1 - Adam Tatarynowicz</b> <i>Divide et Impera: Dependence and the Power of Triads in Corporate Venture Capital Relations</i>
10:30 - 11:00	
11:00 - 11:30	<b>Presentation 2 - Simon Schillebeeckx</b> <i>The Scarcity Of Natural Resources And Its Organizational Implications: A Review And Conceptual Framework</i>
11:30 - 12:00	
12:00 - 12:30	Lunch
12:30 - 13:00	
13:00 - 13:30	
13:30 - 14:00	<b>Presentation 3 - Jay Anand</b> <i>Knowledge Complexity and the Performance of Inter-unit Knowledge Transfer Structures</i>
14:00 - 14:30	
14:30 - 15:00	<b>Presentation 4 - Xuesong Geng</b> <i>The emergence of competing institutional logics in corporate governance: does expropriation goes with stock option pay and CSR?</i>
15:00 - 15:30	
15:30 - 16:00	Break
16:00 - 16:30	<b>Presentation 5 - Rick Smith</b> <i>Human Capital in the Human Resources Function: The positioning and impact of the Chief Human Resources Officer (CHRO)</i>
16:30 - 17:00	
19:00 - ...	Dinner @ Soi60

# Tuesday 23 June

*Location: LKCSB Level 3, Seminar Room 3.10*

10:00 - 10:30	<b>Presentation 6 - Heli Wang</b> <i>Earnings Pressure and Corporate Philanthropy: The Influence of Security Analysts and Foreign Exposure</i>
10:30 - 11:00	
11:00 - 11:30	<b>Presentation 7 - Ilya Cuypers</b> <i>Distance And Distinctiveness: Choice Of Governance Mode In Cross-Border Collaborative Agreements</i>
11:30 - 12:00	
12:00 - 12:30	<b>Lunch</b>
12:30 - 13:00	
13:00 - 13:30	
13:30 - 14:00	<b>Presentation 8 - Alvaro Cuervo-Cazurra</b> <i>Corruption in International Business</i>
14:00 - 14:30	
14:30 - 15:00	<b>Presentation 9 - Reddi Kotha</b> <i>Comparing Decentralized vs. Centralized Organizational Resource Allocation: Experimental Evidence</i>
15:00 - 15:30	
15:30 - 16:00	<b>Break</b>
16:00 - 16:30	<b>Presentation 10 - Henrich Greve &amp; Vibha Gaba</b> <i>Safe or Profitable? Pursuing Conflicting Goals</i>
16:30 - 17:00	
17:00 - 17:30	<b>Closing address</b>



## PRESENTATION ABSTRACTS

### **Presentation 1 - Adam Tatarynowicz: Divide et Impera: Dependence and the Power of Triads in Corporate Venture Capital Relations**

In his seminal work on social structure, Georg Simmel argued that triadic structures (triads) have fundamentally different performance implications than dyadic structures (dyads). Adding a third actor changes the behavior of the dyad, the dynamics of interaction, and consequently the benefits and constraints that arise from social relationships. In this paper, we examine the performance implications of triads in the context of relationships between new ventures and their established corporate investors. Because new ventures often depend on their investors for access to key resources, technologies, and markets, corporate investment relations may give rise to significant dependence and power differentials and may ultimately undermine the new venture's potential to prosper. We argue that by utilizing triadic structures that include not one but two corporate investors, a new venture may offset the negative consequences of resource dependence and power asymmetry. Particularly if the two investors are in competition with one another, the new venture may obtain a position of relative power vis-à-vis its inventors, thereby gaining an effective defense mechanism against resource misappropriation and opportunism. We test these ideas using a quantitative dataset on over 2200 young ventures in several U.S. technology intensive industries that received finance from over 100 corporate investors between 1984-2008.

### **Presentation 2 - Simon Schillebeeckx: The Scarcity Of Natural Resources And Its Organizational Implications: A Review And Conceptual Framework**

The scarcity of natural resources is a topic of substantive interest for executives and policymakers. However, a systematic review of the management literature reveals natural resources have received limited attention despite their unique value for theorizing and understanding firm actions. Our analysis suggests that natural resources have four characteristics that are not idiosyncratic to the firm, but are still relevant to strategy. As such, natural resources have nuanced implications for the interpretation of resources within resource-based theories of the firm. We develop a preliminary framework that addresses how firms, governments, and industries behave in natural resource spaces and discuss avenues for future research.

### **Presentation 3 - Jay Anand: Knowledge Complexity and the Performance of Inter-unit Knowledge Transfer Structures**

Intra-firm transfer of complex knowledge is critical to firm growth. However, the complexity of knowledge renders this process difficult. The appropriate design of inter-unit structures may help facilitate the transfer of complex knowledge between units. Using an agent-based simulation, we study the knowledge transfer performance of archetypical inter-unit structures at different levels of knowledge complexity by modeling how these structures coordinate the transfer of interdependent knowledge elements and manage information overload. We show that the knowledge transfer performance of decentralized inter-unit structures is less negatively impacted by knowledge complexity than that of centralized inter-unit structures such as boundary spanners. Further, we find that among decentralized structures, the collective bridge structure generates optimal performance at high levels of complexity.

**Presentation 4 - Xuesong Geng: The emergence of competing institutional logics in corporate governance: does expropriation go with stock option pay and CSR?**

The principle-principle conflict is prevalent in countries with weak institutional protection of minority shareholders. Under this institutional logics, although not all powerful insiders (large owners or managerial owners) expropriate minority shareholders, they lack the option to differentiate themselves from the rest. Many powerful insiders therefore have the incentives to search for competing institutional logics to justify their legitimacy. In the special case of China, the recent emergence of the stock option pay for executives and corporate social responsibility provide new logics that compete with the expropriation logics. This study explores the institutional logics underlying Chinese listed non-stated-owned firms' adoption of the stock option pay and CSR (corporate social responsibility) reporting. The preliminary results suggest that powerful insiders tend to adopt stock option pay when the corporate governance seems weak in safeguarding minority shareholders, or when firms perform well in CSR reporting. The study can speak to studies on the change of institutional logics when the change agents are powerful but negatively portrayed in the existing logics.

**Presentation 5 - Rick Smith: Human Capital in the Human Resources Function: The positioning and impact of the Chief Human Resources Officer (CHRO)**

Recent research has provided insights on the Top Management Team (TMT) composition, impact, and dynamics. Several studies have highlighted the role and impact of the chief financial officer, chief marketing officer, chief strategy officer, and other TMT roles. Notably absent from the literature is insight on the role of the chief human resources officer. As the steward of the human capital resource of the firm, the CHRO has become more prominent in firm TMTs today. We have two research projects (currently in progress) to better understand the rise and impact of the CHRO:

The first research study provides research plan that is focused on the antecedents of the appointment of the chief human resources officer (CHRO) to the top management team (TMT). We argue that global operations are positively linked to the presence of the CHRO on the TMT and positively moderated by innovation intensity and TMT diversity. We also expect that there is a positive link between the presence of a CHRO on the TMT and a firm's performance. Drawing upon contingency theory and the TMT research, we plan to examine these propositions using a sample of S&P 500 firms. This study will be one of the first to shed light on the role of the CHRO and presence in the TMT.

The second research study provides a research plan that seeks to understand the impact of the CHRO on firm performance and creating a great place to work (GPTW). We argue that the size, heterogeneity, and interdependence of the TMT will moderate the relationship on the CHRO power and creating a GPTW. We also consider the influence of the CEO tenure and experience in fostering a GPTW. The analysis is drawn from a sample of GPTW ranked firms and a matched sample of firms to highlight a comparison.

**Presentation 6 - Heli Wang: Earnings Pressure and Corporate Philanthropy: The Influence of Security Analysts and Foreign Exposure**

This study examines how emerging-market firms respond to external market pressures

and constraints by altering their corporate philanthropy (CP) expenditures, as well as how analyst coverage plays a disciplinary role in this process. Using theory and research on CP and institutional logics, we argue that the existence of two competing logics regarding the long-term value of CP influences firm responses as well as the disciplinary role of analyst coverage. We introduce foreign exposure – operationalized as foreign sales and cross-listing – as a contingency variable that defines the relative dominance of the two divergent logics and therefore influence both firms and analysts in their CP decisions. We find empirical support for our hypotheses based on an analysis of manufacturing firms listed in China during the period of 2006 – 2012.

**Presentation 7 - Ilya Cuypers: Distance And Distinctiveness: Choice Of Governance Mode In Cross-Border Collaborative Agreements**

Firms engaging in international collaboration face the challenge of bridging differences in culture, religion, language, and geography between home and host countries. Research has explored how such psychic distance stimuli affect the fundamental choice between equity-based (joint venture) and non-equity based (contractual alliance) forms of governance in cross-border collaboration. We bring this literature a step further by theorizing, based on social psychological insights, how firms respond to differences between their home countries in multiple dimensions. We develop hypotheses concerning the interactive effects of different dimensions of distance (cultural, language, and religious) on the choice of governance form in cross-border collaborative agreements. Data from over 20,000 contractual alliances and equity joint ventures confirm that different dimensions of distance have an interactive effect on governance choice, such that the effects of differences in multiple dimensions are sub-additive. Our finding, that when differences exist in multiple dimensions, each of these dimensions carries less weight in managerial decisions, has important practical and theoretical implications.

**Presentation 8 - Alvaro Cuervo-Cazurra: Corruption in International Business**

In this article I analyze corruption in international business. I argue that corruption creates an interesting laboratory for expanding international business studies because its illegal nature, differences in perception about illegality and variation in the enforcement of laws against bribery across countries challenges some of the assumptions upon which theories have been built i.e. that managers can choose appropriate actions without major legal implications. Thus, I review the literature and using corruption as a laboratory I propose extensions of leading theories of the firm (agency theory, transaction costs economics, the resource-based view, resource dependence and neo-institutional) by analyzing how managers of multinationals can deal with corruption in host countries.

**Presentation 9 - Reddi Kotha: Comparing Decentralized vs. Centralized Organizational Resource Allocation: Experimental Evidence**

In this research, we develop theoretical arguments for how decentralized resource allocation (DRA) is different from centralized resource allocation (CRA). Specifically, we focus on the differences in allocation between recipients and the consequences for subsequent cooperation. We suggest that there is a tradeoff between ex-ante optimal allocation and ex-post equity of allocations. Ex-ante optimality is the allocation of resources based on expected rates of return. Ex-post equity is the perception of fairness that influences cooperation among recipients. Although DRA

might lead allocations to deviate from the optimal, it might lead to greater perceived fairness. On the other hand, though CRA might lead to allocations that are closer to optimal, it might lead to lower perceived fairness. This may lead to greater willingness of recipients to contribute to collaborative efforts post the resource allocation in DRA. We conduct three experimental studies. In the first two studies, we employ a capital budgeting scenario in which subjects are randomly assigned the roles of CEO's or division managers (with differing expected rates of returns for investments in their divisions) seeking a capital allocation. In the centralized condition, the CEO takes the ultimate allocation decision after hearing presentations from the division managers. In the decentralized condition, the division managers must reach agreement among themselves, which is then automatically approved by the CEO. We find robust evidence for our hypotheses in these studies, across which we also vary the transparency of information across divisional managers and opportunities for interaction between them in the centralized allocation condition. In the third study, we design a very abstract form of the resource allocation process to demonstrate that the underlying mechanism is not context-specific to capital budgeting, and also append a public goods game to show that the mis-match between expected and received allocations translates into willingness to contribute to a collective organizational investment, and that these vary systematically across decentralized and centralized allocation structures as expected.

**Presentation 10 - Henrich Greve & Vibha Gaba: Safe or Profitable? Pursuing Conflicting Goals**

It is well established in theory and empirical work that organizations pursue goals, and there is also some evidence for the pursuit of multiple goals by an organization. Theory of coalitions and of political behaviors can address prioritization among goals and change in goal emphasis over time, but encounters problems when predicting the behaviors of organizations that pursue goals that are in direct conflict with each other. We examine the dual focus of safety and profitability in the airline industry, a context in which these two goals have clear short-term conflicts because of the costs of replacing airplane models with poor safety records with better-performing airplane models. We find clear evidence of pursuit of safety goals, and that the form and degree of this pursuit differs depending on whether profitability goals are met or not.

# SMU MAP AND DIRECTIONS



## MAP LEGEND

- ① Administration Building
- ② Lee Kong Chian School of Business
- ③ School of Accountancy, School of Law
- ④ Li Ka Shing Library
- ⑤ School of Information Systems
- ⑥ School of Economics, School of Social Sciences
- Taxi Stand
- Bus Stop
- SMU Car Park
- Car Park
- Drop Off
- de Sautio Gallery
- Food & Retail Outlets at Basement Concourse

## DINNER VENUE

Venue: Soi 60 Thai Restaurant + Bar  
Time: 7 p.m.  
Address: 60 Robertson Quay, 01-04 The Quayside, Singapore 238252  
Phone: +65 6635 6675  
Reservation name: SMU

*If you have any food requirements which you have not informed Jaze ([jazeng@smu.edu.sg](mailto:jazeng@smu.edu.sg)) about please do so as soon as possible.*

