



# Research & Publications

November 2010

## HIGHLIGHTS

### Research News & Events

- Case Teaching and Case Writing Seminar
- Case Research Grants
- Research Projects under AcRF Tier 1 Grant (2010)
- Medicine-Business Seed Grant (March 2010)
- Start Up Grants
- Overseas Attachment Programme (FY2010, 2<sup>nd</sup> Call)

### Faculty Research Accomplishments

- Assoc Prof Thompson Teo and Assoc Prof Mark Goh: 2010 SIM Paper Award
- Dr David W Lehman: Academy of Management Review (AMR) Best Paper Award
- Prof Wong Poh Kam: External Research Grants

### New Published Books for Year 2010

- Human Resource Management - An Asia Edition  
Authors: Lim Ghee Soon, Robert L. Mathis, John H. Jackson
- Nowhere to Hide: The Great Financial Crisis and Challenges for Asia  
Authors: Michael Lim Mah-Hui and Lim Chin
- Services Marketing: People, Technology, Strategy 7<sup>th</sup> Edition  
Authors: Christopher Lovelock and Jochen Wirtz
- The Top Toast: Ya Kun and the Singapore Breakfast Tradition  
Author: William Koh

### PhD Program News

- PhD Commencement Dinner 2010
- Placements of Recent PhD Graduates
- PhD Orientation Day
- Dean's Tea Session with PhD students

### End Notes

- Featured Researchers
- NUS Business School Summer Strategy Conference 2010
- Short-Term Visiting Professors

## Research News & Events

### Case Teaching and Case Writing Seminar

To promote case teaching and case writing, the PhD & Research Office held a seminar on 30 April 2010. Previous participants to the Harvard PCMPCL (HBS Program on the Case Method and Participant-Centered Learning) took part in the seminar, where they shared information and discussed key learning points.

The seminar featured four speakers. Assoc Prof Jochen Wirtz, Assoc Prof Brian Hwang and Mr Lowe Joo Yong shared their insights on case teaching while Assoc Prof Lau Geok Theng discussed on case writing. The seminar was well received and more than 20 faculty members attended the event.

### Case Research Grants

On behalf of FRC, PhD & Research Office is pleased to convey official grant approval for the following Case Research Projects:

F/Y	PI	Dept.	Project Title	Approved \$	Duration of RP
2010	Prof Teo Chung Piaw	Decision Sciences	Project Management: Rapid Project Execution in Huawei	\$3,000	6 Months
2010	Assoc Prof Audrey Chia	Management and Organisation	Duke-NUS Medical School: A Cultural and Educational	\$2,500	6 Months
2010	Assoc Prof Lau Geok Theng	Marketing	Two Cases for NUS-DBS Case Competition: Singapore Airlines AWAK Technologies	\$1,278	3 Months
2010	Dr Marleen Dieleman	Strategy and Policy	Indonesian Business Groups: Strategy and Institutional Context	\$2,960	6 Months
2010	Dr Marleen Dieleman	Strategy and Policy	Malaysian Family Business Groups: Strategy and Institutional Context	\$2,970	6 Months

### Research Projects under AcRF Tier 1 Grant (2010)

On behalf of FRC, PhD & Research Office is pleased to convey official grant approval for the following AcRF Tier 1 projects:

<b>F/Y</b>	<b>PI</b>	<b>Dept.</b>	<b>Project Title</b>	<b>Approved \$ (FRC Funding)</b>	<b>Duration of RP</b>
2010	Dr Vincent Chen	Accounting	Fair Value Measurements and Audit Fees	\$28,000	3 Years
2010	Dr Qian Wenlan	Finance	Investor Sophistication and Market Efficiency	\$44,400	3 Years
2010	Prof Richard Arvey	Management and Organisation	Conduct conference on the “Biological Foundations of Organizational Behavior”	\$60,000	6 Months
2010	Assoc Prof Vivien Lim	Management and Organisation	Impact of Sleep on Cyberloafing and other Workplace Deviance	\$28,209	3 Years
2010	Dr Ping Xiao	Marketing	McDonald’s vs. KFC: Entry Game in China	\$20,000 (Budget Revision for Existing Project: Top up fund of \$20,000)	3 Years
2010	Dr Iris Hung	Marketing	The Neglected Dimensions of Emotions and their Impact on Consumer and Financial Decisions Making	\$42,690	3 Years
2010	Assoc Prof Lim Wei Shi	Marketing	Understanding Winner’s Curse and Overbidding in Private-Value Auctions – A Regulatory Focus Approach	\$22,440	3 Years
2010	Dr Li Xiuping	Marketing	The Effect of Sexually Appealing Images on Consumers’ Social Value Orientation	\$21,800	2 Years
2010	Dr Sai Yayavaram	Strategy and Policy	The Costs of Managing Complexity	\$15,000	3 Years
2010	Dr Fu Qiang	Strategy and Policy	Information Economics: On Organizational Design	\$13,600	3 Years

**Medicine-Business Seed Grant (March 2010)**

Successful research proposals for the research collaboration between NUS Business School and Yong Loo Lin School of Medicine were:

<b>PI</b>	<b>Dept.</b>	<b>Faculty/ RIC/ Organization</b>	<b>Project Title</b>	<b>Summary of Grant Requested (\$)</b>	<b>Duration of RP</b>
PI: Assoc Prof Tan Kok Choon	Decision Sciences	BIZ	Hospital Location Planning in Singapore	\$50,000	1 Year
PI 2: Adj Assoc Prof Joe Sim	Epidemiology and Public Health, Management and Organisation	SOM  BIZ			
PI: Assoc Prof Mabel Chou	Decision Sciences	BIZ	Study on Hospital Bed Management Efficiency	\$50,000	2 Years
PI 2: Dr Goh Wei-Ping	University Medicine Cluster	NUHS			
Co-PI: Mr Jin Xin	NUHS Inpatient Operations	NUHS			
PI: Dr Song Zhaoli	Management and Organisation	BIZ	Association between Health Behaviors and Intra-Day Work Performance: A Mobile Survey Study of Nurses	\$50,000	1 Year
PI 2: Dr Vicki Blair Drury	Alice Lee Centre for Nursing Studies	SOM			
Co-PI: Assoc Prof Saw Seang Mei	Epidemiology and Public Health	SOM			

Co-PI: Assoc Prof Eric Andrew Finkelstein	Health Services Research	Duke-NUS			
PI: Assoc Prof Charmaine Childs	Alice Lee Centre for Nursing Studies	SOM	Safety and Error Management Culture in High Risk Surgical Specialities: Correlates with nurse job satisfaction and adverse events in Singaporean Healthcare	\$49,990	1 Year
PI 2: Prof Michael Frese	Management and Organisation	BIZ			
Co-PI: Prof Sally Chan	Alice Lee Centre for Nursing Studies	SOM			
Co-PI: Assoc Prof Sophia Ang	Anaesthesia	SOM			

### Start Up Grants

On behalf of FRC, PhD & Research Office is pleased to convey official grant approval for the following Start Up Projects:

F/Y	PI	Dept.	Project Title	Approved \$ (FRC Funding)	Duration of RP
2010	Dr Zhu Zinan	Accounting	Human Capital or Overcompensation: An Examination of CEO's Excess Pay	\$40,000	2 Years
2010	Dr Zhang Weining	Accounting	Management Disclosure around Seasoned Equity Offerings	\$40,000	2 Years
2010	Assoc Prof Yupana Wiwattanakantan	Finance, Strategy and Policy	Family Firms: A Dynamics Analysis of Governance and Control Across Generations	\$60,000	3 Years

2010	Dr Craig Brown	Finance	Corporate Market Investments	\$60,000	3 Years
2010	Dr Zsuzsa R. Huszar	Finance	The Role of Institutional and Aggregate Short Selling	\$85,000	3 Years
2010	Dr Dennis Danny Ong Uy (Dan King)	Marketing	Alternative Marketing Stimuli: The Influence of 3D and Other Alternative Stimuli on Consumer Cognition	\$80,000	2 Years

**Overseas Attachment Programme (FY2010, 2<sup>nd</sup> Call)**

Division of Research Administration Office of Deputy President (Research and Technology) is pleased to announce that the OAP Selection Committee had approved the following OAP applications:

<b>Applicant</b>	<b>Dept.</b>	<b>Visitor</b>	<b>Supported Travel Dates</b>	<b>No of Days</b>	<b>Total Expenses Estimated</b>	<b>ODPRT Support (50%)</b>
<b>Inbound</b>						
Dr Partha Chatterjee	Strategy and Policy	Dr Manh-Hung Nguyen France Toulouse School of Economics	5 Jan 2011 to 3 Feb 2011	30 Days	\$12,160	\$6,080

## Faculty Research Accomplishments

### Assoc Prof Thompson Teo and Assoc Prof Mark Goh: 2010 SIM Paper Award



(From left to right) Assoc Prof Thompson Teo, Assoc Prof Mark Goh and PhD student; Rohit Nishant

We congratulate Assoc Prof Thompson Teo, Assoc Prof Mark Goh, Rohit Nishant (PhD student) and a manager from HP India for winning the first place in the 2010 SIM (Society for information management) Paper award. Their paper, “Leveraging collaboration technologies to build a knowledge sharing culture at HP-Analytics” illustrates HP’s efforts in knowledge integration theory. Knowledge management is important particularly when it pertains to collaboration and analytics and thus, the paper will have an impact on practice. Assoc Prof Teo, Assoc Prof Goh, Rohit Nishant and the manager were awarded with award plaques at the *SIMposium2010* conference where they also presented their paper for the Chief Information Officers. Their paper will be published in *MIS Quarterly Executive (MISQE)*.

### Dr David W Lehman: Academy of Management Review (AMR) Best Paper Award



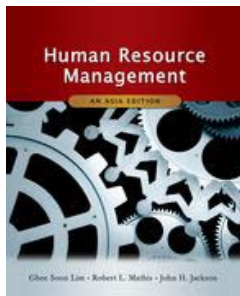
We congratulate Dr David W Lehman and Prof Ramanujam for their paper being selected as one of the three finalists for the Academy of Management Review (AMR) Best Paper Award. Dr Lehman and Prof Ramanujams’ paper, “Selectivity in organizational rule violations” exemplifies the mission of AMR and stands out as an exemplar of the type of work that should be in AMR. They were presented with Best Paper Finalist Certificate at the AMR editorial board meeting.

### Prof Wong Poh Kam: External Research Grants



We congratulate Prof Wong Poh Kam (Director) of NUS Entrepreneurship Centre for securing an external research grant amounting to \$65,500 from SPRING Singapore. The project is entitled “Study on High-Growth Firms in Singapore”. Additionally, Prof Wong also secures an external research grant amounting to \$68,720 from the National Research Foundation. The project title for this grant is “Study on High-Tech Startups in Singapore”.

### New Published Books for Year 2010



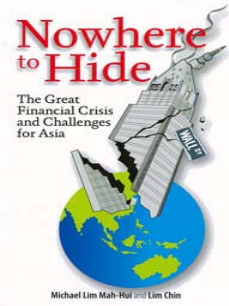
**Book Title:** Human Resource Management - An Asia Edition

**Authors:** Lim Ghee Soon, Robert L. Mathis and John H. Jackson

**ISBN:** 9789814272681

**Published By:** Cengage Learning Asia

**Description:** This is the Asian adaptation of Mathis and Jackson’s textbook, *Human Resource Management*, 12th Edition. This Asia edition highlights universally usable human resource management (HRM) theories and practices sourced from leading research and reports that may be applicable to HRM in Asia. In order to illustrate the viability of systematically studying and disseminating universally useful HRM knowledge to help raise the standards of HRM in a specific country, Singapore is used as a seminal case. It also highlights the different country practices in Asia and across the world. Case studies in countries such as Hong Kong, Malaysia, Singapore, and Taiwan are also included in this Asia edition to facilitate student discussions.



**Book Title:** Nowhere to Hide : The Great Financial Crisis and Challenges for Asia

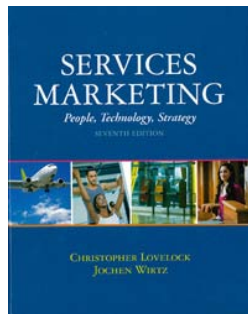
**Authors:** Michael Lim Mah-Hui and Lim Chin

**ISBN:** 978-981-4279-73-4 (softcover)

**ISBN:** 978-981-4279-74-1 (E-book PDF)

**Published by:** Utopia Press Pte Ltd

**Description:** This accessible view of the causes and course of the 2007-2009 Financial Crisis is offered through Asian eyes by two senior economists with banking and academic experience in Asia and the West. Factors contributing to the Crisis are assessed: related ideologies and theories; financial industry practices and malpractices; structural imbalances in the international economy. Outstanding world challenges are highlighted in the final chapter. Bibliography and index.



**Book Title:** Services Marketing : People, Technology, Strategy 7<sup>th</sup> Edition

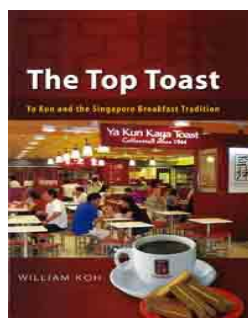
**Authors:** Christopher Lovelock and Jochen Wirtz

**ISBN-13:** 978-0-13--610721-7

**ISBN-10:** 0-13--610721-4

**Published by:** Prentice Hall

**Description:** Services Marketing guides readers into the consumer and competitive environments of services marketing through its strategic marketing framework.



**Book Title:** The Top Toast : Ya Kun and the Singapore Breakfast Tradition

**Author:** William Koh

**ISBN-13:** 978-981-428-165-2

**ISBN-10:** 981-428-165-4

**Published by:** Cengage Learning Asia Pte Ltd

**Description:** The Top Toast looks at how Adrin Loi took his father's business from a street corner coffee stall, and turned it into a household name in Singapore. From a single outlet at Far East Square in 1998, Ya Kun Kaya Toast now has 32 branches located throughout Singapore, and has also expanded to regional territories such as Taiwan, Japan, Korea, Indonesia and Vietnam. This book gives the reader an insight into Adrin Loi's leadership motivation and drive, and his passion to grow Ya Kun International. It also looks at the importance of human resource management in growing a company, and having the

right organisational structure and culture to support business growth. Finally, the book examines the strategic choices that confront a small business. Unlike an MNC that can compete in any market by selling the same product, Ya Kun has to choose its products carefully, select its battlefield with wisdom and grow strategically.

## PhD Program News

### PhD Commencement Dinner 2010



To celebrate the convocation of the PhD graduands, a commencement dinner was held at the Raffles City Convention Center on 8 July 2010. The dinner was organized by NUS Business School and it was attended by both PhD graduands and their family members. Video and speeches were presented at the dinner and we were honoured to have the Dean of NUS Business School, Prof Bernard Yeung to join us in our game activities.

### Placements of Recent PhD Graduates



**Student:** Tao Hua, Department of Decision Sciences

**Candidature Date:** 4 August 2003

**Company:** Fiserv

**Designation:** Financial Risk Consultant



**Student:** Geoffrey Bryan Ang Chua, Department of Decision Sciences

**Candidature Date:** 2 August 2004

**Company:** Nanyang Business School

**Designation:** Assistant Professor

**Department:** Operations Management



**Student:** Ruan Yi, Department of Strategy and Policy

**Candidature Date:** 4 August 2003

**Company:** Faculty of Engineering, National University of Singapore

**Designation:** Research Fellow

**Department:** Division of Engineering and Technology Management



**Student:** Zhu Hongjin, Department of Strategy and Policy

**Candidature Date:** 4 August 2003

**Company:** DeGroote School of Business, McMaster University, Canada

**Designation:** Assistant Professor



**Student:** Zhuang Wenyue, Department of Strategy and Policy

**Candidature Date:** 4 August 2003

**Company:** Duke-NUS Graduate Medical School

**Designation:** Senior Executive

**Department:** Office of Organizational Development



**Student:** Wu Zhonghua, Department of Strategy and Policy

**Candidature Date:** 2 August 2004

**Company:** Aon Corporation

**Designation:** Principal Researcher

### PhD Orientation Day



The PhD & Research Office organized a PhD Orientation Day for incoming PhD students on 12 July 2010. Vice Dean of Research, Prof Leong Siew Meng delivered a welcome speech and we were pleased to have faculty members from various departments to meet up with our students.

## Dean's Tea Session with PhD Students



On 23 September 2010, the PhD & Research Office arranged a Dean's tea session for the PhD students. The Dean, Prof Bernard Yeung and Acting Deputy Dean, Prof Teo Chung Piaw shared their insights of PhD studies with the students. To end the session, participants were treated to a tea reception.

## End Notes

## Featured Researchers



### Genetic Underpinnings of Survey Response

(Left) **Richard Arvey**, Professor and Head of Department of Management and Organisation, NUS Business School

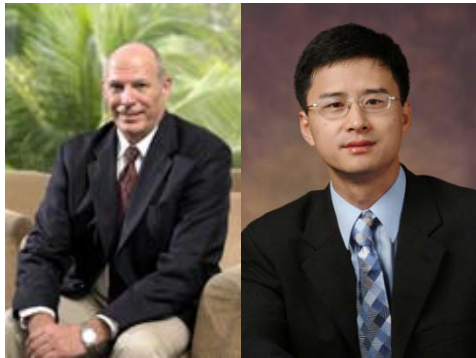
Based on a joint work with **Lori Foster Thompson** from the North Carolina State University and **Zhen Zhang** from Arizona State University

The paper will be published in a forthcoming issue of the Journal of Organizational Behavior

- i. Do genetic factors influence survey response behavior?
- ii. By requesting 558 male and 500 female twin pairs to complete a paper-and-pencil survey of leadership activities, Prof Arvey estimated the genetic, shared environmental, and nonshared

environmental effects on people's compliance with request for survey participation:

- 45% of the variation in survey response behavior for both women and men is accounted for by genetic influences, while there are little shared environmental effects
- Even after partialling out twin closeness, age and education; similar estimates were obtained
- The results have important implications for response rates and nonresponse bias in survey-based research



### **The Biology of Business: Homo Administrans**

(Left) **Richard Arvey**, Professor and Head of Department of Management and Organisation, NUS Business School

(Right) **Song Zhaoli**, Assistant Professor of Department of Management and Organisation, NUS Business School

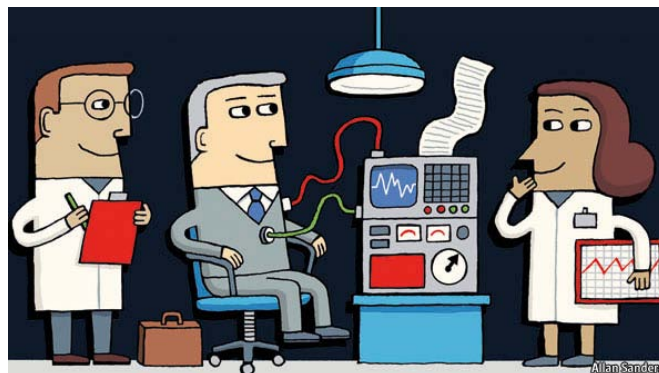
Other researchers include:

- **Michael Zyphur** from the University of Melbourne
- **Taiki Takahashi** from Hokkaido University in Japan
- **Gad Saad** and **John Vongas** from the Concordia University in Montreal
- **Dr Scott Shane** from the Case Western Reserve University in Ohio
- **Art Petronis and colleagues** from the Centre for Addiction and Mental Health in Toronto
- **Leda Cosmides**
- **John Tooby**

Article was published in The Economist (<http://www.economist.com/node/17090697>) on 23<sup>rd</sup> September 2010

- i. Does biology influence one's behaviour?
- ii. Leda Cosmides and John Tooby describe management science as the standard social science model (SSSM). Other than socialization and culture, the model assumes that biology plays a significant part in most behavioural differences between individuals

- iii. Research by Prof Arvey and his colleagues demonstrates:
- Genes does interact with different environment to produce entrepreneurial zeal and the capacity to lead others
  - Genes help to explain the extroversion in women while environment helps to explain the extroversion in men; thus showing how businesswomen and businessmen are created
- iv. Another study done by Prof Arvey illustrates that inborn leadership traits and upbringing need to be considered when determining how leaders are born and created
- v. On the other hand, the research by Dr Song and his team demonstrates:
- Through the use of neurotransmitters, genes can influence one's behaviour
  - The research carried out on 123 Singaporeans couples illustrates that DNA can be matched with various work-related variables. Individuals with a particular variant of HTR2A (particular versions of a serotonin-receptor gene) have lower negative mood, which allows them to have higher job satisfaction
- vi. Taiki Takahashi also explains that a person with a lower level of oxytocin will have a lower level of trust toward other people. This applies to the opposite case too
- vii. Dr Zyphur and his team explain that when there is great mismatch between one's testosterone and status, the co-operation between group members will be negatively affected. The testosterone levels in men will also respond to changes in how men perceived their statuses, as explain by Gad Saad and John Vongas





### The IOI Group: Creating a Malaysian Palm Oil Multinational

(Left) **Dieleman Marleen**, Visiting Fellow of Department of Strategy and Policy, NUS Business School

(Right) **Megha Mittal**, MSC Graduate of Department of Strategy and Policy, NUS Business School

More information can be found at

<http://cases.ivey.uwo.ca/Cases/Pages/home.aspx?Mode=showproduct&prod=9B10M068>

- i. IOI Group, one of the largest palm oils players in Malaysia has seen rapid growth in the past two decades
- ii. Starting relatively late in the palm industry, IOI Group is able to grow. Currently, the company's sales are about US\$4.3 billion. The company also has 30,000 staffs.
- iii. Moving away from the key activity of producing crude palm oil (CPO), the company is now involved in food ingredients manufacturing and oleochemicals. This change in working strategy transformed IOI Group from a Malaysia plantation company to a global ingredients manufacturer, making it a good example of a so-called "emerging market multinational."
- iv. The second-generation family leader, Dato' Lee discusses the three challenges that he faces in IOI's transformation process:
  - o Optimizing and integrating the global value chain
  - o Determining the most suitable way to coordinate a multinational company with substantial global sales and operations
  - o Adaptation to changing needs of global customers
- v. The three challenges are supported by extensive information on the changing dynamics in the palm oil industry:
  - o Global fast-moving consumer goods companies like Unilever is in search of ways to exit the capital-intensive manufacturing of ingredients and lower margin and concentrate more on the branded goods

- On the other hand, emerging market players are taking away the manufacturing assets from the global fast-moving consumer goods companies

### NUS Business School Summer Strategy Conference 2010

The Department of Strategy and Policy at NUS Business School hosted its annual **Summer Strategy Research Conference** on 1-2 September 2010.

The theme of corporate governance and institution was the focus of the conference. General topics of interest include:

- Role of intellectual property rights, political rights, and civil liberties in innovation and economic growth;
- Impact of corporate legal and regulatory framework on firm behaviour and performance;
- Role of business groups in emerging market countries;
- Impact of institutions in individual countries-in addressing a common environmental shock, e.g., global financial crisis;
- Evolution of institutions with interactions among individual actors and governments

#### Speakers at the Conference

<b>1st September 2010 (No of Attendees: 68)</b>	<b>2<sup>nd</sup> September 2010 (No. of Attendees: 46)</b>
<b>Prof Bruce Kogut</b> Columbia University	<b>Prof Shige Makino</b> Chinese University of Hong Kong
<b>Prof Christina Ahmadjian</b> Hitotsubashi University	<b>Prof Heinrich Greve</b> INSEAD
<b>Prof Li Jiatao</b> Hong Kong University of Science and Technology	<b>Assoc Prof Rahul Mukherji</b> NUS South Asian Studies Programme
<b>Prof Sung Taeyoon</b> Yonsei University	<b>Dr James Costantini</b> INSEAD
<b>Assoc Prof Tsui-Auch Lai Si</b> Nanyang Technological University	<b>Prof Ivan Png</b> NUS Business School
<b>Prof Anil Gupta</b> INSEAD	<b>Prof Mihir Desai</b> Harvard University
<b>Prof Shigeru Asaba</b> Gakushuin University	<b>Dr Partha Chatterjee</b> NUS Business School

For more information, please refer to <http://bschool.nus.edu.sg/tabid/2600/Default.aspx>

### Short-Term Visiting Professors

The School welcomes four visiting faculty members during May 2010 to October 2010:

Visiting Faculty	Dept.	Module Taught
Prof Nicholas G. Hall	Decision Sciences	Project Management
Assoc Prof Keshab Shrestha	Finance	Options and Futures
Prof Tarun Chordia	Finance	Ph.D. Advanced Topics: Market Microstructure Class 1: Rational Expectations Models Class 2: Price Setting in Securities Markets Class 3: Bid-Ask Spread Class 4: Information and Price Discovery Class 5: Liquidity and Asset Pricing Class 6: Special Topics
Dr Hai Che	Marketing	Topics in Empirical Choice Models



### NUS Business School | Research & Publication

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All details provided are correct at the time of printing and are subject to change.

Please visit our website: <http://research.nus.biz/Pages/Default.aspx> or contact us

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