



Asia Academy of Management Special Conference

Bangkok, Thailand
June 18-21, 2025



Welcome Message from the Dean

Dear Colleagues:

On behalf of NIDA Business School and our entire academic community, it is my great pleasure to welcome you to Bangkok and to the inaugural Special Conference of the Asia Academy of Management (AAOM), themed “Institutional Complexities and Managerial Responses.” We are honored to serve as the co-host for this significant event, which brings together distinguished scholars, researchers, executives, and students from around the world. The conference’s focus on institutional complexity is both timely and deeply relevant to the shifting landscapes across Asia and beyond. This forum allows us to share insights, engage in thoughtful discussions, and explore strategies for navigating the complexities of globalization, technological transformation, and regulatory change.

At NIDA Business School, we take pride in fostering academic excellence and thought leadership. As part of the National Institute of Development Administration (NIDA), Thailand's premier graduate-level university, our school is dedicated to developing future leaders through rigorous research, innovation, and global collaboration. With AACSB-accredited MBA and PhD programs, we aim to generate knowledge that bridges theory and practice and contributes to both academic and policy communities.

Our relationship with AAOM is one of genuine partnership and shared purpose. Over the years, AAOM Board members have generously supported our faculty and doctoral students through mentoring, workshops, and collaborative research. As Asia’s leading academic organization for management scholars, AAOM continues to foster impactful research and build a vibrant, inclusive scholarly community.

We hope your experience in Bangkok is intellectually rewarding and culturally enriching. The city’s vibrant energy, rich traditions, and renowned hospitality offer an ideal backdrop for building meaningful connections and exploring new collaborations.

Thank you for joining us. We look forward to engaging discussions and lasting friendships.

Warmest regards,



Anukal Chiralaksanakul

Dean, NIDA Business School

National Institute of Development Administration (NIDA)
Bangkok, Thailand

Welcome Message from the Program Chairs

Dear Colleagues:

A very warm welcome to the inaugural Special Conference of the Asia Academy of Management (AAOM)! Founded in 1998, AAOM is the longest-running and most-prestigious academic association of management that is in Asia, on Asia, and of Asia. While AAOM has been hosting its biennial conference every two years (including a previous one in Bangkok, Thailand, in 2002, and the most recent one in Miri, Malaysia, in 2024), AAOM has decided to launch a new Special Conference series during its traditional “off” year to facilitate more frequent engagement with our members, friends, and stakeholders.

What is special about our Special Conference? In a nutshell, the Special Conference format allows us to experiment with a variety of new endeavors. They include:

- Collaboration with AACSB and deans: In a high-level panel, Dean Anukul Chiralaksanakul of NIDA Business School; Director Ian Fenwick of Sasin School of Management, Chulalongkorn University; and Dean Roberto Martin Galang of John Gokongwei School of Management, Ateneo de Manila University will join Geoff Perry, Managing Director, AACSB Asia Pacific.
- Plenary with top executives: Hear how executives are steering companies through geopolitical upheaval. This dynamic session offers rare insights into real-world strategy and resilience.
- Abstracts and poster sessions: They attract wider participation to allow scholars to test emerging but not-yet-fully-developed ideas.
- Paper development workshop by allied journals: While AAOM’s official journal *Asia Pacific Journal of Management* normally runs paper development workshops in our regular conference, this Special Conference will feature a paper development workshop under the auspices of the *Journal of World Business*—led by Editor-in-Chief Ajai Gaur.
- Deeper engagement with host culture: While previous AAOM conferences featured folkdance, our Special Conference will feature exciting Thai kick boxing—definitely the first not only among all AAOM conferences, but also among all academic conferences.

We are delighted that the responses to our call for papers/abstracts have been overwhelmingly positive. Colleagues who have contributed works come from near and far—Australia, Canada, China, Estonia, Germany, Hong Kong, India, Indonesia, Ireland, Japan, Macau, Philippines, Poland, Portugal, Qatar, Singapore, South Africa, South Korea, Spain, Sweden, Taiwan, Thailand, United Kingdom, United States, and Vietnam. A total of 110 papers, 80 abstracts, and 5 panels will be presented.

Finally, we appreciate NIDA Business School for graciously hosting the Special Conference. We also thank Kantatouj Amaranonta, Chomsorn Tangdenchai, and Minyi Guo (Cathy) for their help.

Enjoy the festivities!



Mike Peng

President and Program Co-Chair
University of Texas at Dallas



Asda Chintakananda

Program Co-Chair
National Institute of Development Administration (NIDA)

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Keynote Speech: Global Disorder and Corporate Strategies



Yadong Luo

University of Miami

Abstract: Professor Yadong Luo will delve into some of the most urgent and frontier challenges confronting business and management scholarship, particularly those arising from intensifying geopolitical tensions and geo-economic fragmentation. Drawing from the conceptual, theoretical and analytical thrust of his presentation, Professor Luo offers a compelling narrative of a world order in disarray—defined by techno-nationalism, decaying multilateralism, politicized trade, and escalating bifurcations. He contends that research must rise to these challenges not only by understanding how the world is changing but by shaping how firms navigate this fragmented, fractured, and fragile global terrain. The talk will spotlight frontier research questions that are at once theoretically anchored, societally consequential, and empirically tractable. In response to global disorder, Professor Luo outlines strategic imperatives such as multipolar geo-strategy, regional re-routing, digital connectivity, risk intelligence, and corporate diplomacy—each representing a proactive and adaptive pathway for firms to mitigate vulnerabilities while capturing emerging opportunities. His framing of "immunergy"—a synthesis of immunity and energy—illustrates the dual necessity of corporate resilience and dynamism in an era marked by volatility and uncertainty.

Bio: Dr. Yadong Luo holds the Emery Findley Distinguished Chair and is Professor of Management at the University of Miami Herbert Business School. He is a Fellow of both the Academy of Management (AOM) and the Academy of International Business (AIB). Dr. Luo has authored over 20 books and more than 200 research articles, including over 60 in journals listed on the UT Dallas ranking. His scholarship spans global strategy, cooperative alliances, cross-cultural management, and emerging market enterprises. Among his numerous honors are the JIBS 50th Anniversary Gold Medal, the AOM IM Division Educator Award and Hyundai Motor Eminent Scholar Award, the University of Miami's Lifetime Achievement Award, and the Axiom Gold Medal for his recent book *The Digital Multinationals* (MIT Press, 2022). His H-index is 117, with over 61,000 citations on Google Scholar. Prior to his academic career, he worked in international business and public policy.

Outline of Conference Program

Venue: Grand Fourwings Convention Hotel

Time	Day 1: June 18	Day 2: June 19				Day 3: June 20			
		Registration				Registration			
09:00 – 09:50		2.1 Opening Session/ Keynote Speaker Yadong Luo				3.1.1 Panel 2	3.1.2 Paper Session 13	3.1.3 Paper Session 14	3.1.4 Paper Session 15
10:00 – 10:50		2.2 Panel 1 AACSB and Its Role in Business Education in Asia Pacific				3.2.1 Panel 3	3.2.2 Paper Session 16	3.2.3 Paper Session 17	3.2.4 Paper Session 18
11:00 – 11:50		2.3 Plenary Session 1 Southeast Asia in the Age of Geopolitical Mayhem: Strategies, Shifts, Uncertainty, and Resilience for Multinationals				3.3.1 Panel 4	3.3.2 Paper Session 19	3.3.3 Paper Session 20	3.3.4 Paper Session 21
12:00 – 13:15		2.4 Lunch				3.4 Lunch			
13:20 – 14:10		2.5.1 Paper Session 1	2.5.2 Paper Session 2	2.5.3 Paper Session 3	2.5.4 Paper Session 4	3.5.1 Panel 5	3.5.2 Paper Session 22	3.5.3 Paper Session 23	3.5.4 Paper Session 24
14:20 – 15:10		Networking Break 2.6 Poster Session 1				Networking Break 3.6 Poster Session 2			
15:10 – 16:00		2.7.1 Paper Session 5	2.7.2 Paper Session 6	2.7.3 Paper Session 7	2.7.4 Paper Session 8	3.7.1 Paper Session 25	3.7.2 Paper Session 26	3.7.3 Paper Session 27	3.7.4 Paper Session 28
16:10 – 17:00		2.8.1 Paper Session 9	2.8.2 Paper Session 10	2.8.3 Paper Session 11	2.8.4 Paper Session 12	3.8 Plenary Session 2 Meet the APJM Editors, Awards, and Closing Ceremony			
17:00 – 18:00	Registration								
18:00 – 20:30	1. Evening Reception (Cocktail)	2.9 Gala Dinner/ Thai Cultural Performance							

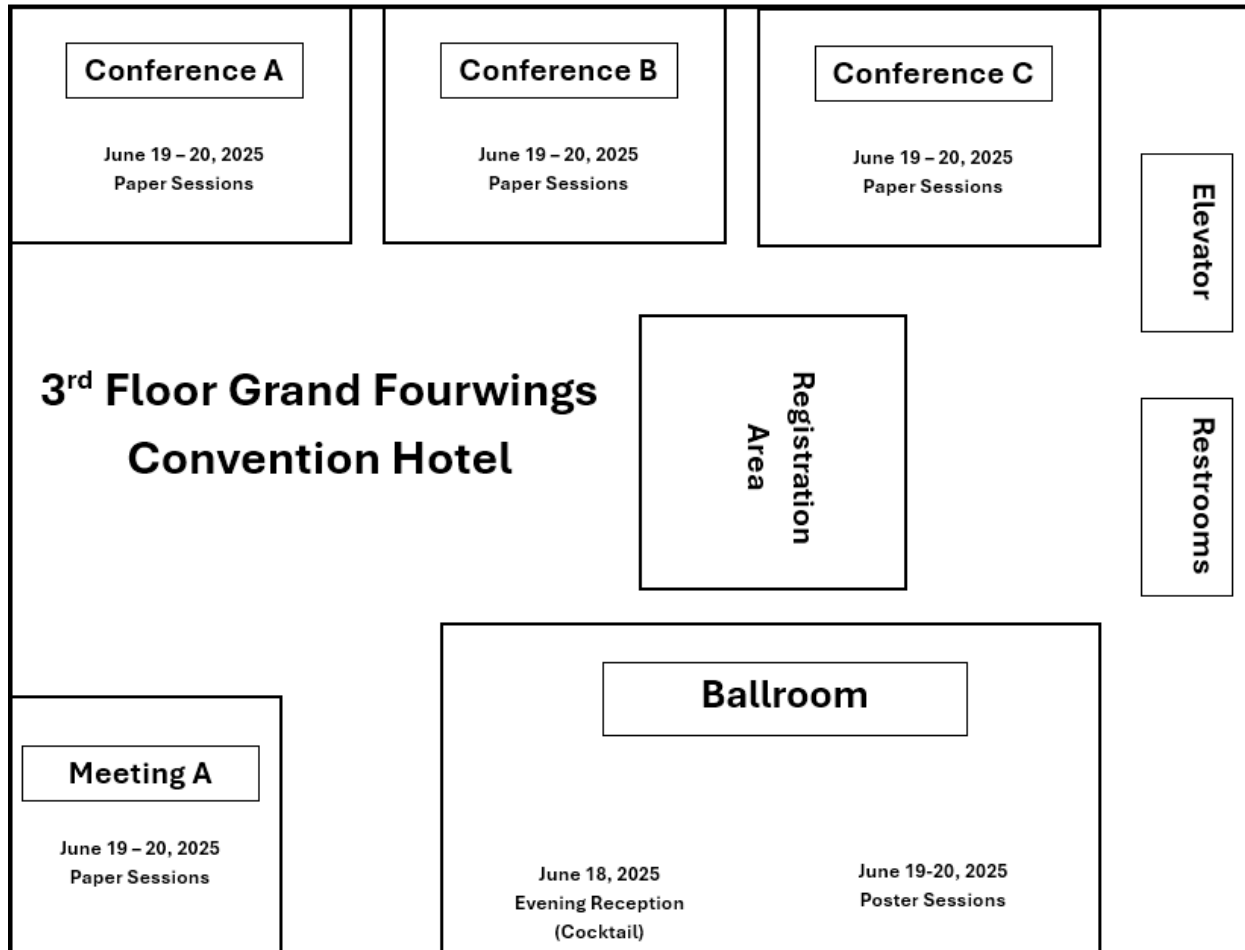
Venue: NIDA Business School

Time	Day 4: June 21	
08:00 – 09:00	Registration	
09:00 – 10:00	4.1 JWB Paper Development Workshop and AAOM Doctoral Consortium ‘The Art and Science of Completing Your Research’	
10:00 – 10:15	4.2 Break	
10:15 – 11:15	4.3.1 JWB Paper Development Workshop ‘Crafting Your Paper for an IB Journal’	4.3.2 AAOM Doctoral Consortium ‘Succeeding in Your Career Path Post-Dissertation’
11:15 – 11:30	4.4 Break	
11:30 – 12:30	4.5.1 JWB Paper Development Workshop	4.5.2 AAOM Doctoral Consortium Paper Development Workshop
12:30 – 13:45	4.6 Lunch	

Paper / Panel Session Floor Plans

3rd Floor Grand Fourwings Convention Hotel

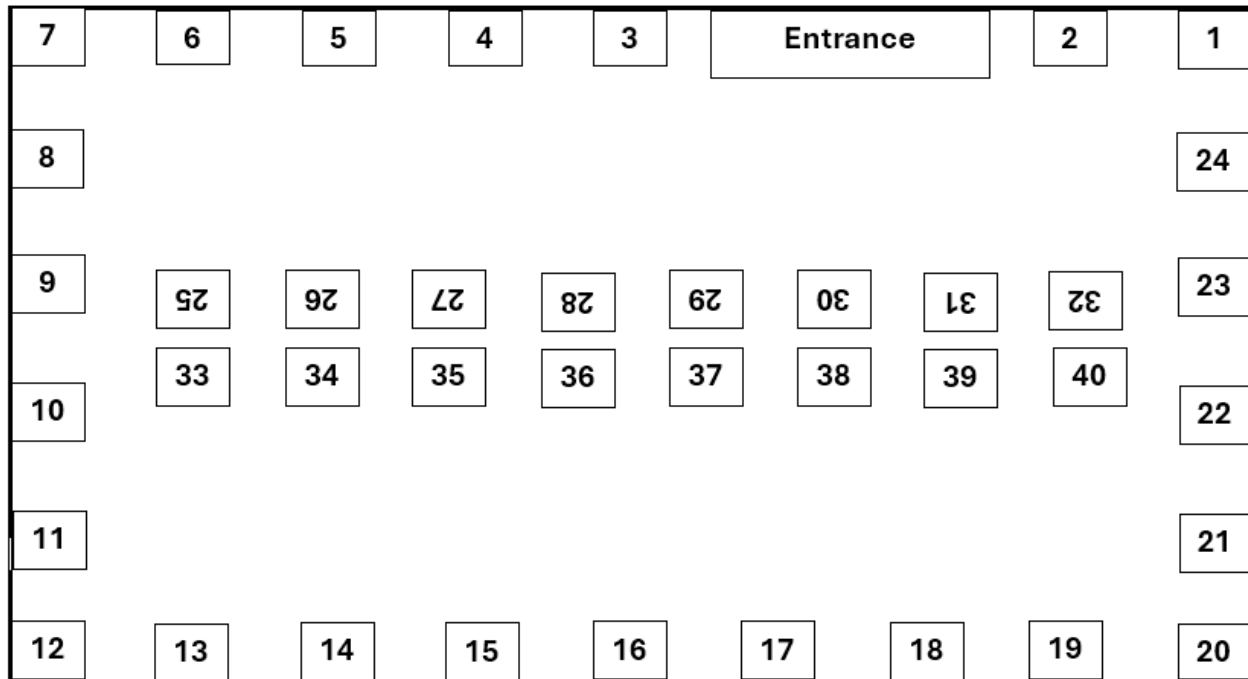
June 19 – 20, 2025



Poster Session Arrangement Layout

Ball Room 3rd Floor Grand Fourwings Convention Hotel

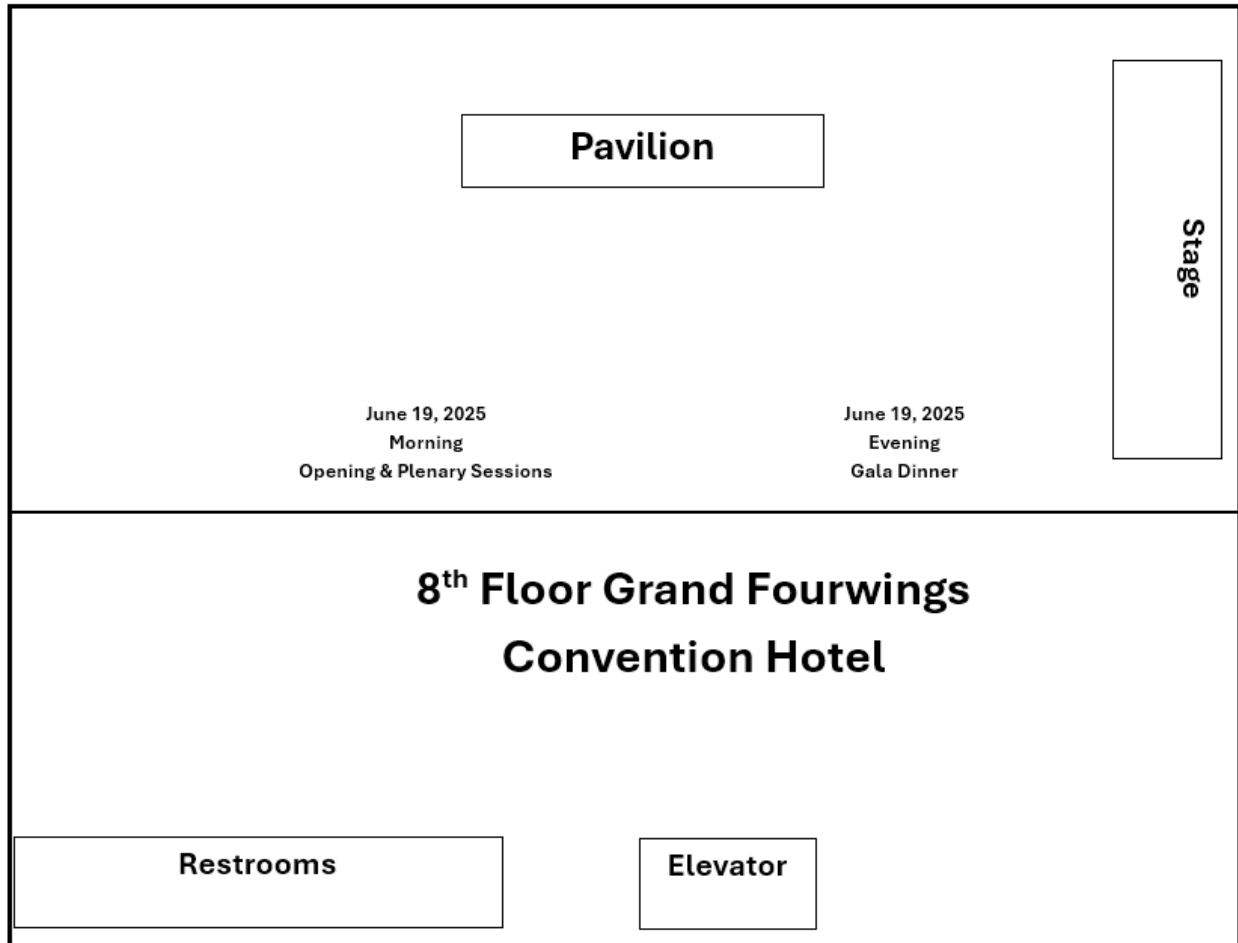
June 19 – 20, 2025



Opening Session / Gala Dinner

8th Floor Grand Fourwings Convention Hotel

June 19, 2025



Conference Program

Wednesday, June 18, 2025		
Venue: Grand Fourwings Convention Hotel		
17:00 – 18:00	Registration	Room: Ballroom 3 rd Floor
18:00 – 20:30	Evening Reception	Room: Ballroom 3 rd Floor
1. EVENING RECEPTION TO THE AAOM 2025 CONFERENCE <i>Kick off the conference with a delightful cocktail reception, where great conversations, light bites, and refreshing drinks set the stage for meaningful connections.</i> Host: Asda Chintakananda, National Institute of Development Administration (NIDA)		

Thursday, June 19, 2025		
Venue: Grand Fourwings Convention Hotel		
08:00 – 09:00	Registration	Room: Pavilion 8 th Floor
09:00 – 09:50	Opening Session / Keynote Speech	Room: Pavilion 8 th Floor
2.1 OPENING SESSION AND KEYNOTE SPEECH Mike Peng, Program Co-Chair and President of AAOM, University of Texas at Dallas Asda Chintakananda, Program Co-Chair, National Institute of Development Administration (NIDA) Dean's Welcome Anukul Chiralaksanakul, Dean, NIDA Business School, National Institute of Development Administration (NIDA) Keynote Speech Yadong Luo, University of Miami		
10:00 – 10:50		Room: Pavilion 8 th Floor
2.2 Panel Session 1 AACSB AND ITS ROLE IN BUSINESS EDUCATION IN ASIA PACIFIC Moderator: Geoff Perry, Executive Vice President, Global Chief Membership Officer; Managing Director, Asia Pacific, AACSB Panelists: Anukul Chiralaksanakul, Dean, NIDA Business School, National Institute of Development Administration (NIDA) Ian Fenwick, Director, Sasin School of Management, Chulalongkorn University Roberto Martin Galang, Dean, John Gokongwei School of Management, Ateneo de Manila University		

11:00 – 11:50	Room: Pavilion 8 th Floor	
<div>2.3 Plenary Session 1</div> <div>SOUTHEAST ASIA IN THE AGE OF GEOPOLITICAL MAYHEM: STRATEGIC SHIFTS AND RESILIENCE FOR MULTINATIONALS</div> <div>Moderator:</div> <div>Pavida Pananond, Thammasat Business School, Thammasat University</div> <div>Panelists:</div> <div>Jun Kuroda, President, Japan External Trade Organization (JETRO) Thailand</div> <div>Praab Pianskool, Chief Representative, US-ASEAN Business Council</div> <div>Ms. Bunchusa Putthapornmongkole, Board Member, The Federation of Thai Industries</div> <div>Sudhanshu Tyagi, Head of Strategy, Thai Union Group Public Company Limited</div>		
12:00 – 13:15	2.4 Lunch	Venue: Grand Café 1 st Floor
13:20 – 14:10		
<div>2.5.1 Paper Session 1</div> <div>Room: Conference A 3rd Floor</div> <div>FROM FLOODPLAINS TO FINANCE: HOW FIRMS NAVIGATE ESG ACROSS BORDERS AND CRISES</div> <div>Session Chair: John H. Finch, University of Glasgow</div> <div>Turning The Tide: How Kinds of CSR Strategies Can Enhance Financial Performance Despite Flood Risks</div> <div>Yi-An Chen, National Chengchi University</div> <div>Wei-Chieh Su, National Chengchi University</div> <div>Danchi Tan, National Chengchi University</div> <div>Bridging Borders and Ideologies: The Effect of Party Embeddedness and Executives’ Overseas Experience on Corporate ESG Performance</div> <div>Jiayang Wu, Xi’an Jiaotong-Liverpool University</div> <div>Systems in the Making: The Role of Companies in Implementing Sustainability Policy and Reporting</div> <div>John H. Finch, University of Glasgow</div> <div>Xiang Li, University of Glasgow</div> <div>Erika Anderson, University of Glasgow</div> <div>Impact of Green Finance on ESG: Evidence from India's Green Credit Policy</div> <div>Nenavath Sreenu, Maulana Azad National Institute of Technology Bhopal</div>		

2.5.2 Paper Session 2

Room: Conference B 3rd Floor

FROM AUTOCRACY TO DEMOCRACY: CORRUPTION'S CHANGING FACE

Session Chair: Chomsorn Tangdenchai, Assumption University

Bribery Under Institutional Voids: Competitive Motives and Managerial Responses

Chomsorn Tangdenchai, Assumption University

Asda Chintakananda, National Institute of Development Administration (NIDA)

Managing Corruption during Regime Change: From a Centralized Autocracy to a Decentralized Democracy

Christiaan Röell, University of New South Wales

Felix Arndt, University of Guelph

Wilson Ng, IDRAC Business School

Tazeeb Rajwani, University of Surrey

New Venture Founder Gender and Bribe-Seeking Behavior by Tax Collectors: Insights from Expectancy Violation Theory

David H. Weng, California State University, Fullerton

Seung-Hyun Lee, University of Texas at Dallas

Trust No More? On the Corrosive Effect of Bribery in ASEAN

Chomsorn Tangdenchai, Assumption University

Nichanan Sakolvieng, Assumption University

Kaimook Numgaroonaroonroj, Assumption University

2.5.3 Paper Session 3

Room: Conference C 3rd Floor

FROM SIBLING SYNERGY TO STRATEGIC RENEWAL: REINVENTING FAMILY ENTERPRISES

Session Chair: Joyce C. Wang, Texas State University

Family Owners, Business Groups, and Affiliates' Divestitures

Joyce C. Wang, Texas State University

What Makes Sibling-Teams Work: Exploring Factors in Successful Second-Generation Sibling Teamwork in Filipino Family Businesses

Pilar Unidad-Tolentino, Ateneo de Manila University

Queena N. Lee-Chua, Ateneo de Manila University

Are Non-Family CEOs Capable of Resurrecting Distressed Family Firms? The Moderating Roles of Family Involvement and CEO Power

Dyah Ayu Kusumaningtyas, Southern Taiwan University of Science and Technology

Hsiao-Jung Chen, Southern Taiwan University of Science and Technology

My Team is Lagging Behind: Exploring the CEO-TMT Capability Gap in Family Firms

Nianyu Zhou, Beijing Normal-Hong Kong Baptist University

Chenguang Hu, Beijing Normal-Hong Kong Baptist University

Peng Wang, Beijing Normal-Hong Kong Baptist University

2.5.4 Paper Session 4**Room:** Meeting A 3rd Floor**COGNITIVE AND PSYCHOLOGICAL RESOURCES IN LEADERSHIP AND ORGANIZATIONAL ADAPTATION****Session Chair:** Emmanuel G. Zara, Jr., Ateneo de Manila University**Leaders with a Mindfulness Practice: Supporting Employees Through a Time of Crisis**

Emmanuel G. Zara, Jr., Ateneo de Manila University

Organizational Mindfulness and Organizational Resilience: The Linear and Nonlinear Moderating Role of Environmental Uncertainty

Zhenting Xu, Qingdao University of Technology

Yiying Qu, East China University of Political Science and Law

Xiuming Sun, Qingdao University of Technology

The Effect of Ambidextrous Leadership on Team Innovative Behaviors: Examining the Mediating Role of Team Learning Orientation and the Moderating Effects of Team Psychological Capital and Safety

Kun-Hao Lin, National Sun Yat-sen University

Hao-Chieh Lin, National Sun Yat-sen University

Tzu-Chia Huang, National Sun Yat-sen University

Cognitive Capital for Promoting Entrepreneurial Well-Being and Knowledge Effectiveness: The Role of Co-Founder Shared Identity

Wei Shi, State University of New York at Farmingdale

14:20 – 15:10***Networking Break******2.6 Poster Session 1*****Room:** Ball Room 3rd Floor**ENTREPRENEURSHIP AND INNOVATION GROUP****1. Cooperative Behaviors Towards the Environment in Settings of Temporal Institutional Complexity**Timo Braun, University of Kassel
(Poster Stand 1)**2. Modular-Glocal-Reciprocity Strategies of Multinational Digital Platforms: Bridging the Global Digital Divide in Bottom of the Pyramid Markets**

Mian Wu, Victoria University of Wellington

David Yulong Liu, RMIT University

(Poster Stand 2)

3. Strategic Trends in Digital Transformation: A Longitudinal Analysis (2021–2023)

Kristopher Pantani, Fernuniversität in Hagen

Matthias Pfister, Fernuniversität in Hagen

(Poster Stand 3)

4. The Effect of Design and Technology Innovation on High-tech Product Evaluation in South Korean Market

Sangwon Lee, Ball State University

(Poster Stand 4)

5. An Institutional Perspective of Technology Access as a Driver of Blockchain-Based Microcredit

Andrei Kwok, Monash University Malaysia
Shazmin Khalid, Monash University Malaysia
(Poster Stand 5)

6. Crafting Resource Acquisition Stories: A Typology of Global South Entrepreneur Storytelling Strategies

Chris H. Willis, University of Mary Washington
Mauricio Mercado, Syracuse University
Jose Antonio Cerecedo Lopez, Elon University
(Poster Stand 6)

7. Resource Configurations and Social Entrepreneurship in Regional Expansion in Non-Western Countries: An Empirical Analysis Based on fsQCA

Nan Su, Beijing Normal-Hong Kong Baptist University
Yichen Fan, Beijing Normal-Hong Kong Baptist University
(Poster Stand 7)

8. Fostering Open Innovation in Vietnamese Firms: Configuration of Entrepreneurial Orientation, Proactive Environmental Strategy, and Adaptive Capacity

Tarlan Ahmadov, Tallinn University of Technology
Baoying Zhu, Shandong University of Finance and Economics
Qianqian Chen, Hanyang University
Wolfgang Gerstlberger, Tallinn University of Technology
(Poster Stand 8)

9. The Dilemma of Green Technology and Circular Economy: Empirical Research on Maintainability in the Japanese Automobile Industry

Shuhei Chiba, Tokyo University of Science
Akitsu Oe, Tokyo University of Science
(Poster Stand 9)

10. Third-Party ESG Ratings and the Green Innovation Dilemma: The Moderating Role of Executive Green Awareness

Yexuan Zhang, Korea University Business School
Yunxiao Zhou, Korea University Business School
(Poster Stand 10)

11. Older Entrepreneurs and Business Performance

Shinya Suzuki, Musashi University
Robert M. McCann, University of California, Los Angeles
(Poster Stand 11)

12. From Threats to Innovation: Global-Local Dynamics in State-Orchestrated Ecosystem Formation

Kyeyoung Shin, University of Oxford
Kamila Nigmatulina, University of Oxford
(Poster Stand 12)

13. The Final Push: Impact of Missions on the Relationship Between Individual Entrepreneurial Orientation and Resources in Student-Led Startups

Rosanna Garcia, Worcester Polytechnic Institute
Warich Ngamkanjanarat, Worcester Polytechnic Institute
Allen Gutierrez Alvarado, Worcester Polytechnic Institute
(Poster Stand 13)

14. AI-Driven Framework for Healthcare Operations: Advancing Data-Driven Decision-Making and Personalized Treatment

Praowpan Tansitpong, National Institute of Development Administration (NIDA)
(Poster Stand 14)

HUMAN RESOURCE MANAGEMENT GROUP

1. Organizational Attraction and CSR in the War for Talent: Insights into Effective Recruiting Strategies

Matthias Pfister, Fernuniversität in Hagen
(Poster Stand 15)

2. Do Professional Errors Differentially Impact Women and Men? A Crowdsourced Test

Oriana de Saint Priest, Singapore Management University
Christilene du Plessis, Singapore Management University
Michael Schaerer, Singapore Management University
Ming M. Ma, Yale University
Melissa J. Ferguson, Yale University
Eric Luis Uhlmann, INSEAD
(Poster Stand 16)

3. A Signaling Perspective of Pay Secrecy

Eko Liao, The Hang Seng University of Hong Kong
Linan Fang, The Hang Seng University of Hong Kong
Amy Yamei Wang, The Hang Seng University of Hong Kong
(Poster Stand 17)

4. Exploring Workforce Integration of International Student Graduates Through Online Technologie

Daniel Gulanowski, Carleton University
Hui Zhang, Thompson Rivers University
(Poster Stand 18)

5. Automation Meets Labor Representation: Unions, Committee, and the Reduction of Workplace Injuries

Minjung Lee, Saint Louis University
Sunghoon Kim, University of Sydney
(Poster Stand 19)

6. Lying Flat Movement for Generation Z? Examining the Passive Attitude Toward Life in Relation to Stress and Resilience in a Sample of Participants from Taiwan: Implications for HR Management

Yuhuan Chang, Yuan Ze University
(Poster Stand 20)

7. The Role of Social Capital in Employee Creativity: Unpacking the Influence of Knowledge Acquisition and AI-Employee Augmentation

Yaqi Huang, Nanjing University
Chunyan Jiang, Nanjing University
(Poster Stand 21)

8. Reaching the Career Pinnacle: Exploration vs Exploitation Strategy

Manish Gupta, Mahindra University
Rajesh Balarama, Mahindra University
Jyothi Rani Korem, Mahindra University
(Poster Stand 22)

9. Overworked and Emotionally Exhausted: Can Humble Leadership Prevent Quiet Quitting in Higher Education?

Ivan Vergiansyah, Universitas Airlangga
Fiona Niska Dinda Nadia, Universitas Airlangga
Nuri Herachwati, Universitas Airlangga
Rasyidi Faiz Akbar, State University of Surabaya
(Poster Stand 23)

10. Speaking Up in the Age of AI: How AI-Enabled HRM Shapes Employee Voice Through Trust, Ownership, and Transparency

Jinhee Kim, Korea University
(Poster Stand 24)

11. Informal HR Practices and Academic Staff Development in Selected Namibian Private Tertiary Institutions

Sibonginkosi Saruchera
(Poster Stand 25)

STRATEGIC MANAGEMENT GROUP

1. Sustainable Growth Strategy for Incumbents Facing Catch-Up Efforts by Latecomers

Hirotoshi Kambara, Hitotsubashi University
(Poster Stand 26)

2. Political Stability and Firm-Level Currency Exposure: A Multi-Country Investigation of Tourism Industry

Ekta Sikarwar, Indian Institute of Management Kozhikode
Roopak Kumar Gupta, Indian Institute of Management Kozhikode
(Poster Stand 27)

3. The Influence of Corporate Failure on the Risk of Survival Firms in Alliance Networks: An Institutional Complexity Perspective

Thi Ha Trang Dang, National Cheng Kung University
(Poster Stand 28)

4. From Home Market to New Frontiers as First-Mover: Leveraging Sensing for Knowledge Absorptive Capacity and Competitive Advantage

Ryota Hamasaki, Tokyo University of Science
Shuhei Chiba, Tokyo University of Science
Yuma Ozawa, Tokyo University of Science
Akitsu Oe, Tokyo University of Science
(Poster Stand 29)

5. Bridging Social Return on Investment (SROI) and Theory of Planned Behavior (TPB) in Corporate Philanthropy Decision-Making

Kon Ning Chiu, National Sun Yat-sen University
Tzu-Chia Huang, National Sun Yat-sen University
Jim Huang, National Sun Yat-sen University
(Poster Stand 30)

6. Navigating Institutions: The Role of Business Group Affiliation in Shaping the Internationalization-Innovation Relationship for Emerging Market Firms

Jyot Suri, Indian Institute of Management Indore
Prashant Salwan, Indian Institute of Management Indore
(Poster Stand 31)

7. Impact of Asian Social Enterprises: Evidence from the E-waste Management Case

Xiaohua Yang, University of San Francisco
Roger Chen, University of San Francisco
(Poster Stand 32)

8. Internationalization and Corporate Social Responsibility Performance: R&D Capability and Ownership Structure as Moderators

Chiung-Jung Chen, Chung-Yuan Christian University
Wei-Tse Tu, Chung-Yuan Christian University
(Poster Stand 33)

9. Isomorphism in Institutional Pluralism: The Case of Japanese Management in Vietnam

Shohei Funatsu, University of Tokyo
Moeru Matsunoo, Kanto Gakuin University
Atsushi Osanai, Waseda University
Yimin Zhang, Saitama University
Tran Thi Kieu Minh, Foreign Trade University
(Poster Stand 34)

10. Egos with Machine: Unraveling Manager Narcissism and Neuroticism in Trusting for Strategic Decision-making

Punyaphat Saengchan, National Institute of Development Administration (NIDA)
(Poster Stand 35)

OTHER FIELDS WITHIN MANAGEMENT AND ORGANIZATIONS GROUP 1

1. A Narrative Analysis of Filipino Local Government Leaders' COVID-19 Crisis Leadership Experiences

Melissa Reyes, Ateneo de Manila University
(Poster Stand 36)

2. Burnout Syndrome among Health Professionals

Maria João Santos, Lisbon School of Economics and Management
Alina Semenyaka, Lisbon School of Economics and Management
(Poster Stand 37)

3. Lights, Streams, Action: A New Story of Korean Films' Global Expansion via OTT Platforms

Zhenni Liu, Kookmin University
Chuyue Jin, Kookmin University
(Poster Stand 38)

4. Thinking Outside the Box: Predicting the Use of Repurposed Secondary Packaging Using an Extended Theory of Planned Behavior Model

Anne Tiffany Del Rosario, Ateneo de Manila University
Ma. Annika Gabrielle Estrada, Ateneo de Manila University
Robert Emmanuel Go, Ateneo de Manila University
Qichsia Brea Paladin, Ateneo de Manila University
Ralph Vincent Relucio, Ateneo de Manila University
Alvin Patrick Valentin, Ateneo de Manila University
(Poster Stand 39)

5. Implementation and Challenges of Holistic Integrated Care: A Case Study of Application and Exploration of the Shared Team Mental Model

Chun-I Chiang, Yuan Ze University
Min-Ping Huang, Yuan Ze University
(Poster Stand 40)

15:10 – 16:00

2.7.1 Paper Session 5

Room: Conference A 3rd Floor

DUAL LOYALTIES: LEADING BETWEEN GLOBAL MANDATES AND LOCAL REALITIES

Session Chair: David H. Weng, California State University, Fullerton

Headquarters-Subsidiary Distributive Fairness Perception Difference, Host Country Embeddedness, and Subsidiary Initiative

David H. Weng, California State University, Fullerton
Hsiang-Lin Cheng, National Chung Cheng University

How Does Headquarters-Subsidiary Shared Leader-Follower Exchange Quality Affect Subsidiary Initiative Behavior? A Microfoundations View

Hsiang-Lin Cheng, National Chung Cheng University
Yi-Wei Chen, National Chung Cheng University
Chien-Min Huang, National Chung Cheng University

Subsidiary Host Country Embeddedness, Headquarters-Subsidiary Shared Organizational Justice and MNE Attention Allocation

Hsiang-Lin Cheng, National Chung Cheng University
Yi-Wei Chen, National Chung Cheng University
Chien-Min Huang, National Chung Cheng University

Escape from Emerging Multinational Enterprises' Iron Cages of Liabilities to Subsidiary Profitability with Corporate Sustainability

Yu-Yuan Shih, National Taiwan Normal University
Chih-An Lin, Fu Jen Catholic University

2.7.2 Paper Session 6

Room: Conference B 3rd Floor

ROLES LEADERS PLAY: FROM OVERCONFIDENCE TO STAGECRAFT IN THE EXECUTIVE SUITE

Session Chair: Nathan Feeney, University of North Carolina at Greensboro

How CEO Overconfidence and Risk Propensity Influence Firm Internationalization: An Upper Echelon Perspective of Firm Globalization

Nathan Feeney, University of North Carolina at Greensboro
John Yue Zhang, University of North Carolina at Greensboro

When Good Intentions Backfire: How Perceived Overqualification Undermines Creativity Through Leader Empowerment Under Benevolent Leadership

Doan Ngoc Dieu Hang, National Sun Yat-sen University
Hao-Chieh Lin, National Sun Yat-sen University

Too Drunk to Serve: A Self-Control Perspective on Leaders' Daily Business Drinking and Servant Leadership from the Financial Industry

Yang Chen, University of Electronic Science and Technology of China
Ho Kwong Kwan, China Europe International Business School
Yanxia Wang, Lanzhou University
Hong Zhu, Sun Yat-Sen University
Cuiping Feng, Chengdu Junteng Jixiang Liquor Industry Co., Ltd

Playing Leadership Roles: How Active Theater Involvement Develops Leadership

Joseph G. dela Cruz, Ateneo de Manila University
Mendiola Teng-Calleja, Ateneo de Manila University

2.7.3 Paper Session 7

Room: Conference C 3rd Floor

LEGITIMACY UNDER SCRUTINY: NAVIGATING POWER, OWNERSHIP, AND INSTITUTIONAL TRUST

Session Chair: Vik Singh, Toronto Metropolitan University

Legitimacy-Building Strategies of Professional Service Firms in Emerging Markets: A Study of Indian Patent Law Firms

Shohei Funatsu, University of Tokyo

Hao-Cheng Chen, Tunghai University

Hiroki Noguchi, Fukushima University

Ryuichi Nakamoto, Kyushu University

Common Ownership and Employee Welfare

Nishant Kathuria, Texas State University

Sumit K. Majumdar, University of Texas at Dallas

Mike Peng, University of Texas at Dallas

Between Two Shores: Export Strategy and Financial Performance of SMEs Owned by 1.5-Generation Immigrants

Yu Wei Ye, Toronto Metropolitan University

Vik Singh, Toronto Metropolitan University

Sui Sui, Toronto Metropolitan University

Explaining the Politician-Owned Enterprise: A Theoretical Model

Marianne Juco-Rodriguez, Bangko Sentral ng Pilipinas Research Academy

Roberto Martin Galang, Ateneo de Manila University

2.7.4 Paper Session 8

Room: Meeting A 3rd Floor

LEADING WORKFORCE THROUGH THE FOG OF DISENGAGEMENT

Session Chair: Madhurima Ganguly, Heritage Business School Kolkata

'Quiet Quitting' Leaders on Team Motivation in the Engineering Department of a Telecommunication Company

Huoge Zhao, Ateneo de Manila University

Understanding Silent Disengagement in the Workplace: Theories and Metrics of Quiet Quitting

Forrence HsinHung Chen, Yuan Ze University

Anny Chingfang Wei, Yuan Ze University

Kanoklada Saenwong, Advance Intelligence Group

Workplace Incivility and ELM Quitting: Investigating the Role of Work Alienation, Generalized Self Efficacy and Perceived Investment in Employee Development

Madhurima Ganguly, Heritage Business School Kolkata

Mithila Roy Bardhan, EIILM

Authentic Leadership on Team Engagement: A Multi-Level Analysis in Indonesian Amateur Astronomy Communities

A.I.N. Isnaini, Universitas Airlangga
 Mohammad Fakhruddin Mudzakkir, Universitas Airlangga
 Nuri Herachwati, Universitas Airlangga

16:10 – 17:00

2.8.1 Paper Session 9

Room: Conference A 3rd Floor

STRATEGIC INNOVATION AND RESILIENCE IN EMERGING ECONOMIES

Session Chair: Fanny Saruchera, University of the Witwatersrand

Why is India Becoming a Hub for Digital Startups and Unicorns?

Ravi Ramamurti, Northeastern University

How Integrator SOEs Organize Innovation in Complex Product Systems: A Network Orchestration Perspective

Guangpei Chen, University of Electronic Science and Technology of China
 Jiang Wei, Zhejiang University
 Jiaming Yang, Zhejiang University of Finance and Economics

The Strategic Role of Production Process Awareness for Innovation: An Attention-Based View

Diah Astrini Amir, National Chengchi University
 Kuo-Feng Huang, National Chengchi University

The Influence of Supply Chain Resilience on Carbon-Neutral Supply Chain Performance: Examining the Mediating and Moderating Role of Information Sharing Capability

Fanny Saruchera, University of the Witwatersrand
 Elliot Nyamvura, University of the Witwatersrand

2.8.2 Paper Session 10

Room: Conference B 3rd Floor

THE NEW LEADERSHIP PLAYBOOK: GLOBAL, ETHICAL, AND TECHNOLOGICALLY SAVVY

Session Chair: Pilar Unidad-Tolentino, Ateneo de Manila University

Factors Influencing Cross-Cultural Leadership Adjustment: Evidence from Expatriate Leaders in China

Chin-Ju Tsai, Royal Holloway University of London
 Kun Qiao, Dalian University of Technology

Responsible Leadership for Management of Institutional Complexities in Large-Scale Public Sector Development Projects

Muhammad Irfan, Central Asian Regional Economic Cooperation
 Omar Khalid Bhatti, Central Asian Regional Economic Cooperation
 Muhammad Ali Raza Hanjra, Central Asian Regional Economic Cooperation

Entrepreneurial Alertness: Influencing Leaders' Strategic Choices during New Venture Creation Amidst the Covid-19 Pandemic

John Luis D. Lagdameo, Ateneo de Manila University
Ma. Assunta Caoile-Cuyegkeng, Ateneo de Manila University

Investigating Public Governance Leadership Utilizing Artificial Intelligence: A Qualitative Approach

Helen U. Amante, Ateneo de Manila University
Pilar Unidad-Tolentino, Ateneo de Manila University
Emerald Jay D. Ilac, Ateneo de Manila University

2.8.3 Paper Session 11

Room: Conference C 3rd Floor

THE INTEGRITY EFFECT: ETHICAL LEADERSHIP AS A CATALYST FOR INNOVATION

Session Chair: Nuttawuth Muenjohn, University of Bradford

Leadership and Workplace Innovation: The Impact of Value Ethics in SMEs

Nuttawuth Muenjohn, University of Bradford
Adela J McMurray, Flinders University

Ethical Leadership and Knowledge Hiding: Mediating Role of Organization-based Self-Esteem and Moderating Effect of Leader Impression Management

Cheng-Ning Song, National Sun Yat-sen University
Hao-Chieh Lin, National Sun Yat-sen University
Jia-Bo Guo, National Sun Yat-sen University
Hung-Yu Chen, TRUMPF Taiwan Industries Co., Ltd.

Influence of Ethical Leadership on Employees' Innovative Work Behavior: A Moderated Mediating Mechanism of Personal Engagement and Task Significance

Roopak Kumar Gupta, Indian Institute of Management Kozhikode
Ekta Sikarwar, Indian Institute of Management Kozhikode

Does Ethical Leadership Promote Employee Ethical Voice: Examining the Mediation Effect of Autonomous Motivation

Hsing-Kuo Wang, National Quemoy University
Ka Fai Ng, National Quemoy University
Yu-Fang Yvonne Yen, National Quemoy University
Pin Chen Johnson Chuang, Xiamen University
Ta-Hsing Cheng, National Quemoy University

2.8.4 Paper Session 12

Room: Meeting A 3rd Floor

FROM COMPLIANCE TO CULTURE: THE NEXT FRONTIER IN GENDER EQUITY

Session Chair: Qijie Xiao, Monash University

Navigating Institutional Complexities: Leadership, Gender, and Technology Adoption – Evidence from Emerging Market SMEs

Abhishek Sharma, Indian Institute of Management Indore

The Path from Gender Diversity to Environmental or Social Performance: Unraveling the Contingent Role of Organizational Slacks

Shu-Ling Cheng, Fu Jen Catholic University

Yu-Ming Hsu, Fu Jen Catholic University

Chih-An Lin, Fu Jen Catholic University

From Isomorphism to Net-Zero Performance: The Moderating Effect of Board Gender Diversity

Yu-Yuan Shih, National Taiwan Normal University

Chih-An Lin, Fu Jen Catholic University

Towards a Power-Laden Model of Gender Diversity and Inclusion Practices in Multinational Companies: A Literature Review and a Conceptual Model

Qijie Xiao, Monash University

Anton Klarin, Curtin University

Xiaoyan Liang, Xi'an Jiaotong-Liverpool University

Weize Huang, Xi'an Jiaotong-Liverpool University

18:00 – 20:30

Room: Pavilion 8th Floor

2.9 GALA DINNER AND THAI CULTURAL PERFORMANCE

Join us for an unforgettable evening of Thai cuisine, cultural performance, and vibrant networking!

Friday, June 20, 2025		
Venue: Grand Fourwings Convention Hotel		
08:00 – 09:00	Registration	Room: Ballroom 3 rd Floor
09:00 – 09:50		
<p>3.1.1 Panel Session 2 Room: Conference A 3rd Floor</p> <p>CHALLENGES AND APPROACHES IN CONDUCTING INTERNATIONAL BUSINESS RESEARCH IN SOUTHEAST ASIA</p> <p>Moderators:</p> <p>Andrew K. Delios, National University of Singapore George O. White III, University of Michigan-Flint</p> <p>Panelists:</p> <p>Asda Chintakananda, National Institute of Development Administration (NIDA) Marleen Dieleman, IMD Business School Christiaan Röell, University of New South Wales Amonrat Thoumrungroje, Mahidol University International College</p> <p>3.1.2 Paper Session 13 Room: Conference B 3rd Floor</p> <p>PRODUCT PROLIFERATION, PLATFORM TRUST, AND THE NEXT FRONTIER OF MARKETING STRATEGY</p> <p>Session Chair: Harvey Ong, De La Salle University</p> <p>Can Virtual Influencers Drive Online Consumer Behavior? An Applied Examination of ELM Model Investigating the Marketing Effects of Virtual Influencers</p> <p>Wei-Kuo Tseng, National Taichung University of Science and Technology Chueh-Chu Ou, Ling Tung University Ku-Ho Lin, National Chung Hsing University Taichung Yi-Cheng Huang, National Chung Hsing University Taichung</p> <p>Emerging-Market Branding Strategies for Internationalization</p> <p>Hsing-Hua Stella Chang, National Sun Yat-sen University Tung-Lin Tsai, National Sun Yat-sen University</p> <p>Assessing the Mediating Role of the Response Efficacy of E-Commerce Security Mechanism on the Role of Scam Victimization Risk and Perceived E-Commerce Website Security</p> <p>Harvey Ong, De La Salle University Bleu Inigo Clarence P. Chiu, De La Salle University Richelle Erica D. Conde, De La Salle University Bianca G. Lacsam, De La Salle University Michelle B. Lee, De La Salle University</p>		

3.1.3 Paper Session 14

Room: Conference C 3rd Floor

REIMAGINING MANAGEMENT: INNOVATION AT THE CROSSROADS OF TECHNOLOGY AND TURMOIL

Session Chair: Gracy (J.Y.) Yang, University of Sydney

Behind the Curtain of Parental Influence: How Shadow Governance Shapes Innovation in Successor-Led Family Firms

Zhenduo Zhu, Guangdong University of Foreign Studies

Gracy (J.Y.) Yang, University of Sydney

Song Chang, Hong Kong Baptist University

Artificial Intelligence Device User Acceptance in Management Innovation: Trends, Challenges, and Future Directions

Goi Chai Lee, Curtin University

Managerial Response to Changing Investor Temporal Preferences: Evidence from US Oil and Gas' Renewable Energy Innovation

Kenny Nguyen, St. Mary's College of Maryland

The Dual Impact of Pandemics on Firm Innovation: A Dynamic Perspective

Anni Liu, University of Macau

Yin Ye, University of Macau

3.1.4 Paper Session 15

Room: Meeting A 3rd Floor

RESILIENT BY DESIGN: INNOVATION UNDER PRESSURE FROM POLICY AND ENVIRONMENT

Session Chair: Yingying Zhang Zhang, International University of Japan

Does Eco-Innovation Distinctiveness Really Obtain Better Performance? The Optimal Distinctiveness Perspective

Yi-Chuan Liao, National Dong Hwa University

Wei-Chieh Su, National Chengchi University

Quantifying the Differences of Innovation Process in China, Japan and the United States by Document Level Concordance Between Patents and Web Contents

Kazuyuki Motohashi, University of Tokyo

Chen Zhu, University of Tokyo

Researching Innovation in Emerging Markets: Temporal Effects on Innovation Type and Flow

Yingying Zhang Zhang, International University of Japan

Jane Lu, City University of Hong Kong

Sylvia Rohlfer, IMC Krems University

Environmental Shock, State Ownership, and Innovation Resilience in Chinese Firms

Meitong Dong, University of Science and Technology of China

Kevin Zheng Zhou, The University of Hong Kong

Pengcheng Ma, Renmin University of China

10:00 – 10:50	
<p>3.2.1 Panel Session 3</p> <p>ADVANCING MANAGEMENT INSIGHTS THROUGH APPLIED NEUROSCIENCE</p> <p>Moderator: Chomsorn Tangdenchai, Assumption University</p> <p>Panelists: Anukul Chiralaksanakul, National Institute of Development Administration (NIDA) Asda Chintakananda, National Institute of Development Administration (NIDA) Nittaya Wongtada, National Institute of Development Administration (NIDA)</p>	<p>Room: Conference A 3rd Floor</p> <p>3.2.2 Paper Session 16</p> <p>PASSING THE BATON AND CROSSING BORDERS: HOW KNOWLEDGE FLOWS THROUGH PEOPLE, VALUES, AND ORGANIZATIONS</p> <p>Session Chair: Praphasiri Dolbundalchok, National Institute of Development Administration (NIDA)</p> <p>Good Ethics, Great Returns: The Impact of Corporate Social Responsibility on Reverse Knowledge Transfer in Multinational Enterprises</p> <p>Praphasiri Dolbundalchok, National Institute of Development Administration (NIDA) Kiattichai Kalasin, National Institute of Development Administration (NIDA)</p> <p>Migrants in International Knowledge Transfer: A Review of the Literature and Future Research Agenda</p> <p>Hui Zhang, Thompson Rivers University Daniel Gulanowski, Carleton University</p> <p>Passing the Baton to the Next Generation: The Effect of Succession Planning on Knowledge Transfer</p> <p>Flora Chiang, China Europe International Business School Thomas Birtch, University of Exeter Ho Kwong Kwan, China Europe International Business School Jean Lee, China Europe International Business School</p> <p>The Moderating Effects of Corporate Control Types and Directors' Training on the Relationship Between Financial Performance and ESG Investment</p> <p>Yu-Hsuan Hsiao, National Chiayi University Cheng-Yu Lee, National Chiayi University</p>
<p>3.2.3 Paper Session 17</p> <p>NAVIGATING THE GEOPOLITICAL MINEFIELD: CORPORATE STRATEGY UNDER UNCERTAINTY</p> <p>Session Chair: Felix Arndt, University of Guelph</p> <p>How Do FDI Restrictions Matter under Host Country Political Uncertainty?</p> <p>Kantatouj Amaranonta, National Institute of Development Administration (NIDA) Asda Chintakananda, National Institute of Development Administration (NIDA)</p>	<p>Room: Conference C 3rd Floor</p>

Derisking Amid Geopolitical Uncertainty

Xiaomeng Liu, Corvinus University of Budapest
Felix Arndt, University of Guelph
Christiaan Röell, University of New South Wales
Abby Jingzi Zhou, University of Nottingham Ningbo China
Steven Shijin Zhou, University of Nottingham Ningbo China

A Geopolitical Perspective on the Competitiveness of Multinational Enterprises

Rui Hou, Royal Holloway University of London
Huaichuan Rui, Royal Holloway University of London

Revolving Door Politics and MNEs Acquisition Approvals

Lee Warren Brown, Texas Woman's University
Dinesh Hasija, Augusta University
Ru-Shiun Liou, Tampa University
Rekha Rao-Nicholson, University of Essex

3.2.4 Paper Session 18

Room: Meeting A 3rd Floor

SIGNALS AND STORIES: THE SUBTLE LANGUAGE OF CORPORATE IDENTITY

Session Chair: Yeonka Kim, San José State University

Decoding Corporate Culture Signals: The Double-Edged Impact of Competition and Creation-oriented Culture on IPO Trajectories from Initial Surge to Sustained Growth

Yin Ye, University of Macau
Xiaoyun Chen, University of Macau

Impact of Emerging Market Firm's Internationalization Speed on Firm Value: A Signaling Perspective

Kaige Li, Xi'an Jiaotong University
Yong Wang, Southwest Jiaotong University
Yuanyuan Huang, Southwest Jiaotong University

A Picture is Worth a Thousand Words: Unveiling the Impact of CEO Photographs in CSR Reports on Firm Performance

Anni Liu, University of Macau
Lin Yuan, University of Macau

The Bright Side of the Camouflage Signal: Evidence from Chinese Investor Interactive Platforms

Yin Ye, University of Macau
Xiaoyun Chen, University of Macau

11:00 – 11:50	
<p>3.3.1 Panel Session 4</p> <p>MAKING A DIFFERENCE: UNCONVENTIONAL IMPACTS OF INTERNATIONAL BUSINESS SCHOLARSHIP</p> <p>Moderator: Pavida Pananond, Thammasat University</p> <p>Panelists:</p> <p>Kazuhiro Asakawa, Keio University Bradley R. Barnes, Lingnan University Alvaro Cuervo-Cazurra, Northeastern University Marleen Dieleman, IMD Business School</p>	<p>Room: Conference A 3rd Floor</p> <p>3.3.2 Paper Session 19</p> <p>THE AESTHETICS OF AUTHORITY: LEADERSHIP AS ART AND IDENTITY</p> <p>Session Chair: Bo Liu, Southwest Jiaotong University</p> <p>The Power of Leading Beautifully: The Artist as Leader, Leader as Artist</p> <p>Xin Wang, Southwest Jiaotong University Bo Liu, Southwest Jiaotong University</p> <p>Female Entrepreneurship in Asia: A Comprehensive Literature Review</p> <p>Mokter Hossain, Qatar University Nathanael Ojong, York University Sukyung Park, Loughborough University Jintong Tang, Saint Louis University</p> <p>Appointing Female Directors in US and Chinese Firms</p> <p>Rui Jiang, University of Texas at Dallas Zhiang (John) Lin, University of Texas at Dallas Mike Peng, University of Texas at Dallas</p> <p>Hybrid Logic in the Handloom Industry: Redefining Tradition, Technology, and Women's Roles in Rural Bihar</p> <p>Shikha Shalini, Yuan Ze University Min-Ping Huang, Yuan Ze University</p>
<p>3.3.3 Paper Session 20</p> <p>MANDATES WITHOUT MANDATES: THE NEW POLITICS OF FLEXIBILITY</p> <p>Session Chair: Adrian Heng Tsai Tan, Curtin University</p> <p>A Shot in the Arm: The Boosting Effect of Opposing Movement Threat on Resource Mobilization</p> <p>Shuyao Zhou, IE University Luis Diestre, IE University</p>	<p>Room: Conference C 3rd Floor</p>

Work-Study Boundary Congruence and Job Crafting: Unveiling Dual Pathways through Study Engagement and Resource Dynamic

Mei-Ling Wang, Tamkang University

Min-Shi Liu, National Chung Cheng University

Ming-Chi Lee, National Kaohsiung University of Science and Technology

Chun-Hsien Lee, National Kaohsiung Normal University

The Dual Effects of Coworker AI Usage on Employee Job Crafting Reaction to Coworker AI Usage: Threatening or Challenging?

Yiying Qu, East China University of Political Science and Law

Zhenting Xu, Qingdao University of Technology

Mandating Flexible Work Arrangements Without Legislation: A Discourse on the Case of Singapore

Adrian Heng Tsai Tan, Curtin University

Tien Nguyen, Curtin University

3.3.4 Paper Session 21

Room: Meeting A 3rd Floor

MOMENTS OF MAYHEM: THE TURNING POINTS THAT DEFINE ORGANIZATIONS

Session Chair: Oleksiy Osiyevskyy, University of Calgary

Balancing Act: How Team Decision-Making Drives Ambidextrous Crisis Strategies in Chinese Firms

Oleksiy Osiyevskyy, University of Calgary

Yongjian Bao, University of Lethbridge

Yilong Deng, Ningbo University

When Good Intentions Lead Astray: The Pathway from Benevolent Leadership to Unethical Pro-Organizational Behavior via Perceived Status and Sense of Entitlement

Nguyen Thi Tuyet, National Cheng Kung University

His-An Shih, National Cheng Kung University

The Role of Corporate Governance in Crisis Management Amid Institutional Complexities: A Conceptual Study of Firm Resilience

Abhishek Sharma, Indian Institute of Management Indore

Simplify Complexities, One Bite at a Time

John F. Hulpke, University College Dublin

12:00 – 13:15	3.4 Lunch	Venue: Grand Café 1 st Floor
13:20 – 14:10		
3.5.1 Panel Session 5		Room: Conference A 3 rd Floor
GLOBE 2020: THE LATEST FINDINGS ON NATIONAL CULTURAL NORMS AND LEADERSHIP IDEALS IN THAILAND AND SINGAPORE		
Moderator:		
Mansour Javidan, Thunderbird School of Global Management		
Panelists:		
Amanda Bullough, University of Delaware		
Supara Kapasuwan, Mahidol University International College		
Cubie Lau, University College Dublin School of Business (Singapore)		
Pornlapas Suwannarat, Kasetsart University		
3.5.2 Paper Session 22		Room: Conference B 3 rd Floor
MAKING MARKETS WORK: INSTITUTIONAL BRIDGES, POLICY FRICTIONS, AND FIRM STRATEGY IN COMPLEX ENVIRONMENTS		
Session Chair: Eko Heru Prasetyo, Institute of Science Tokyo		
International Institutional Intermediaries as Institutional Arbitraguers: Exploring the Role of Industrial Park in Africa		
Ling Liu, University of Edinburgh		
Carbon Pricing Policies and Firms' Climate Change Mitigation Strategies		
Xia Li, London Business School		
Alvaro Cuervo-Cazurra, Northeastern University		
The Impact of Cultural Distance Between Expanding Overseas Locations and Home Country on Governance		
Akitsu Oe, Tokyo University of Science		
Nobuko Nishiwaki, Nihon University		
Min Geulhee, Pachitech Co., Limited		
The Multi-Stage Non-Market Strategy of a Ride-Hailing Platform: An Institutional Perspective		
Eko Heru Prasetyo, Institute of Science Tokyo		
3.5.3 Paper Session 23		Room: Conference C 3 rd Floor
FROM GUANXI TO GLOBALIZATION: BUSINESS STRATEGY IN COMMUNIST CAPITALISM		
Session Chair: Bradley R. Barnes, Lingnan University		
Managing in Communist Capitalism		
Garry D. Bruton, Texas Christian University		
Mike Peng, University of Texas at Dallas		
Jia Shen, University of Texas at Dallas		
Charlie Stevens, Lehigh University		
Hubert Zydorek, University of Texas at Dallas		

Bridging Markets and Institutions: Infrastructure Connectivity, Trade Connectivity, and Chinese Private Firms' Outward FDI in BRI Countries

Fengzhu Jiang, Southwest Jiaotong University
Yuanyuan Huang, Southwest Jiaotong University

A Systematic Review of Guanxi in Leading Management Journals

Bradley R. Barnes, Lingnan University
Liane W.Y. Lee, Lingnan University
Thomas K.P. Leung, The Hong Kong University of Science and Technology
Paul Whitley, Lingnan University

Relationships among Various Leadership Concepts and their Relative Importance in Chinese Societies

Chi-Sum Wong, Chinese University of Hong Kong

3.5.4 Paper Session 24

Room: Meeting A 3rd Floor

RECONFIGURING OWNERSHIP AND LABOR DYNAMICS IN GLOBAL FIRMS

Session Chair: Jia-Bo Guo, National Sun Yat-sen University

Ownership Patterns and Consolidated Financial Performance in MNEs: Applying Internalization Theory

Toshio Yamauchi, University of Tsukuba
Hiroko Arai, University of Tsukuba
Hiroyuki Tatsumoto, University of Tsukuba

The Effect of Firm Ownership Structure on Corporate Social Responsibility Decoupling

Shipeng Zheng, Sogang University

From Institutional Level to Firm Level: Institutions, Ownership Structure, and CSR in East Asia

Szu-Yu Chen, National Taiwan University of Science and Technology
Emmanuel Adegboye, University of Nottingham
Judy N. Muthuri, University of the West Indies
Tam Nguyen, Vietnam National University

Industrial Relations Climate and Union Citizenship Behavior: A Moderated-mediated Model

Jia-Bo Guo, National Sun Yat-sen University
Hao-Chieh Lin, National Sun Yat-sen University
Cheng-Ning Song, National Sun Yat-sen University
Tzu-Chia Huang, National Sun Yat-sen University

14:20 – 15:10	Networking Break 3.6 Poster Session 2	Room: Ball Room 3rd Floor
INTERNATIONAL BUSINESS AND MANAGEMENT GROUP		
1. The Subsidiary Strategy Development Process in an Increasingly Complex Host Environment Paul Ryan, Trinity College Dublin Ulf Andersson, Mälardalen University Niall O’Riordan, Trinity College Dublin Majella Giblin, University of Galway Giulio Buciuni, Trinity College Dublin (Poster Stand 1)		
2. Cross-Border Acquisition Bandwagons and Ownership Decisions in the Context of Emerging Markets Hanwen Zhang, Victoria University of Wellington Gayani Ranasinghe, Victoria University of Wellington Siah Hwee Ang, Victoria University of Wellington (Poster Stand 2)		
3. Innovation, Patent Collaboration, and MNEs: The Changing Landscape of the Global Automotive Industry Jun Du, Aston Business School George Paily, Aston Business School (Poster Stand 3)		
4. Navigating Institutional Barriers: Chinese Enterprises and Digital Transformation in East Africa Huaying Zou, Independent Researcher (Poster Stand 4)		
5. Geopolitical Risk and Foreign Divestment: Evidence from China Shaoqing Hou, University of Western Australia (Poster Stand 5)		
6. Responses of Multinational Enterprises to Geopolitical Risks and Influencing Factors: A Multidisciplinary and Multilevel Review Mengying Yang, University of Newcastle, Australia Hao Tan, University of Nottingham Ningbo Judith Shuqin Zhu, University of Newcastle (Poster Stand 6)		
7. Legitimizing FDI Facilitation for Development: The Case of European Union Development Assistance for Myanmar’s Apparel Industry Jinsun Bae, Carleton University Michael Gillan, University of Western Australia Htwe Htwe Thein, Curtin University (Poster Stand 7)		

8. Time, Distance, and Industry: How Institutional Distance and Sectoral Context Shape VCs' Exit Mode in Cross-border Investments

Sanjay Goel, University of North Dakota
Nga Nguyen, University of Quebec at Montreal
Kanhaiya Sinha, University of Minnesota Duluth
(Poster Stand 8)

9. Corporate Community Engagement by Emerging Economy Multinational Enterprises in Developed Countries: Evidence from Chinese Firms in Australia

Charlie Huang, RMIT University
Xiaohua Yang, University of San Francisco
(Poster Stand 9)

10. From Race to the Bottom to Race to the Green: Shifting Stakeholder Demands and Novel FDI patterns

Phan Thu Phuong, RMIT University Vietnam
Burkhard Schrage, RMIT University Vietnam
(Poster Stand 10)

LEADERSHIP AND ORGANIZATIONAL BEHAVIOR GROUP

1. Ecosystem Orchestration: A Review Synthesis and Agenda for Future Research

Sergei Mozheiko, Roskilde University
(Poster Stand 11)

2. CEO Personality, Power Bundles, and the Path Towards Control of Power

Chris H. Willis, University of Mary Washington
Matthew Farrell, Austin Peay State University
(Poster Stand 12)

3. To Be Open or Not to Be? The Ambidextrous Leadership Behaviors and the Situational Factors in Cross-Functional Task Force

Chia-Yu Chen, Yuan Ze University
Min-Ping Huang, Yuan Ze University
(Poster Stand 13)

4. The Characteristics of Board Chair Are Associated with More Effective Performance of the Companies

Abílio Zacarias, Universidade de Lisboa
(Poster Stand 14)

5. Cross-Cultural Leadership in Europe and Asia: First Attempts at Analyzing Competencies, Constraints, and Communication through the Bounded Leadership Model and 360-Degree Appraisal

Anna Baczyńska, Kozminski University
(Poster Stand 15)

6. Breaking the Silence: The Role of Trust and Open Communication in Effective Leadership in Private Organizations

Md. Ikhtiar Uddin Bhuiyan, National Institute of Development Administration (NIDA)
(Poster Stand 16)

7. Private Wealth Escapism in Emerging Markets: Antecedents and Consequences of Private Wealth Offshoring?

Michael Jensen, University of Michigan
Anran Li, Monash University
(Poster Stand 17)

8. Under What Circumstances Can Environmental Failure Experiences Become a Source of Success?

Hitoshi Hanaoka, Keio University
(Poster Stand 18)

9. Multinational Enterprises' Information Disclosure: An Integrative Review and Future Research

Ligerui Chen, University of Queensland
Tao Bai, University of Queensland
Yunxia Zhu, University of Queensland
(Poster Stand 19)

10. Leading to Digital Transformation: A Case Study with the Lens of Socio-Technical System Perspective

Min-Ping Huang, Yuan Ze University
Chia-Sheng Hsiao, Yuan Ze University
Chun-I Chiang, Yuan Ze University
(Poster Stand 20)

11. The Implementation and Challenges of Holistic Integrated Care: Application and Exploration of the Shared Team Mental Model

Chun-I Chiang, Yuan Ze University
Min-Ping Huang, Yuan Ze University
(Poster Stand 21)

12. Re-visiting the Passive Leadership Literature

Manish Gupta, Mahindra University
Ranbir Sodhi, Goa Institute of Management
Anamika Sinha, Goa Institute of Management
(Poster Stand 22)

13. Institutional Complexities, Investor Activism, and Green Governance: Navigating Asia's Evolving Corporate Sustainability Landscape

Shee Weng Lee, Nanyang Technological University
Lee Tze Hong, Singapore University of Social Science
(Poster Stand 23)

14. CSR Initiatives of Business Group Affiliates: Managerial Response to Institutional Complexities?

Sumit Kumar Maji, XLRI - Xavier School of Management
Apalak Khatua, XLRI - Xavier School of Management
(Poster Stand 24)

OTHER FIELDS WITHIN MANAGEMENT AND ORGANIZATIONS GROUP 2

1. Global Framework Agreement: The Case of Inditex

Maria João Santos, Lisbon School of Economics and Management
(Poster Stand 25)

2. The Role of Psychological Capital in Reducing Employment Anxiety Among University Students: Examining the Moderating Effects of Future Time Perspective and Institutional Support

Mei-Ling Wang, Tamkang University
Min-Shi Liu, National Chung Cheng University
Ming-Chi Lee, National Kaohsiung University of Science and Technology
Po-Hua Lai, Tamkang University
(Poster Stand 26)

3. Can Virtual Influencers Drive Online Consumer Behavior? An Applied Examination of ELM Model Investigating the Marketing Effects of Virtual Influencers

Wei-Kuo Tseng, National Taichung University of Science and Technology
Chueh-Chu Ou, Ling Tung University
Ku-Ho Lin, National Chung Hsing University
Yi-Cheng Huang, National Chung Hsing University
(Poster Stand 27)

4. The Drivers of Mobile Payment Adoption at the Base of the Pyramid

Michelle Brendy C. Ocampo Tan, De La Salle University
(Poster Stand 28)

5. Which Network Positions Foster the Design Innovation? An Empirical Study of Japan's Automotive Industry with NCA Analysis

Akitsu Oe, Tokyo University of Science
Hiroko Shinao, Honda Access Co., Ltd.
Jyunichirou Kogawa, Honda R&D Co., Ltd.
Narumi Okamoto, Tokyo University of Science
(Poster Stand 29)

6. Exploring the Impact of Informal Curricula in Higher-Educational Institutions on Youth Entrepreneurship

Ming-Jen Yu, National Sun Yat-sen University
(Poster Stand 30)

7. Antecedents of Beneficiary Participation in Child-focused NGOs

Maria Adiel Aguilin, De La Salle University
(Poster Stand 31)

8. Strategic Integration of Millets in Bakery Products: Enhancing Health, Sustainability, and Economic Outcomes in India

Anthuvanraj Susainathan, Manipal Academy of Higher Education
Vasudev R. Pai, Manipal College of Pharmaceutical Sciences
Senthilkumaran Piramanayagam, Manipal Academy of Higher Education
(Poster Stand 32)

9. Strategic Innovation in the Bakery Industry: Leveraging Underutilized Bioresources for Market Differentiation and Sustainable Growth

S. Madhusudhanan, Manipal Academy of Higher Education
G. Somu, Manipal Academy of Higher Education
Senthilkumaran Piramanayagam, Manipal Academy of Higher Education
S. Suresh, Manipal Academy of Higher Education
(Poster Stand 33)

10. Generation-Based Segmentation of Consumer Preferences in Fine-Dining Restaurants in India: A Choice-Based Conjoint Analysis

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16. Generating University Exams with Large Language Models

Niklas Lettow, Fernuniversität in Hagen
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15:10 – 16:00**3.7.1 Paper Session 25****Room:** Conference A 3rd Floor**WHEN CULTURE CLASHES WITH CONTROL: RETHINKING ORGANIZATIONAL CHANGE AND HUMAN SYSTEMS****Session Chair:** Rakoon Piyanontalee, Pennsylvania State University**Corporate University 3.0 Driving Human Capital Transformation in Japanese Companies**

Atsutoshi Oshima, Utsunomiya University

Organizational Change Quality (OCQ) Scale – Development of a New Instrument

Saskia Hasreiter, LMU Munich School of Management

Quantification of Organizational Change Management and Its Role in Shifting Organizational Control Mechanisms and Generating Intraindividual Tensions

Saskia Hasreiter, LMU Munich School of Management
 Martin Hoegl, LMU Munich School of Management

Congruence in Employee and Line Manager Perceptions of the HRM System: The Role of Cultural Values

Rakoon Piyanontalee, Pennsylvania State University
 Elaine Farndale, Pennsylvania State University
 Dorothea Roumpi, Pennsylvania State University
 Gaye Özçelik, Pforzheim University
 Dorra Yahiaoui, Kedge Business School

3.7.2 Paper Session 26**Room:** Conference B 3rd Floor**IDENTITY AND INFLUENCE IN STRATEGIC DECISION-MAKING ACROSS BORDERS****Session Chair:** Quang Le Nguyen, National Sun Yat-Sen University**A Study on Overseas Student Return Intention: The Role of Social Worth, Career Perception, and National Identity**

Quang Le Nguyen, National Sun Yat-Sen University
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Faster Financing or Higher Valuation: A Difficult Choice for the Founders from Good Universities

Zhenyu Li, Xi'an Jiaotong University
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Impact of Social Media on Investment Decisions: An Analysis of Trending Topics and Corporate Responses in China

Kun Kong, University of Macau
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3.7.3 Paper Session 27

Room: Conference C 3rd Floor

RESILIENT MINDS AND INCLUSIVE WORKPLACES: HOW LEADERSHIP AND DESIGN SHAPE VOICE, WELL-BEING, AND BELONGING

Session Chair: Chia-Jung Hsieh, National Cheng Kung University

The Role of Positive Psychological Capital in Buffering Technological Stress: Insights from the Financial Industry

Forrence HsinHung Chen, Yuan Ze University
Anny Chingfang Wei, Yuan Ze University

Leader Humility and Employee Knowledge Hoarding: A Theory of Planned Behavior Perspective

Nguyen Thi Tuyet, National Cheng Kung University
His-An Shih, National Cheng Kung University
Vivian Tuong Vy, National Cheng Kung University

Applying Service Design Thinking on Employee Experience for Enhancing Socio-cultural Inclusion

Chia-Jung Hsieh, National Cheng Kung University
Chia-Han Yang, National Cheng Kung University

The Effect of Leader's Paradox Mindset on Team Voice Behavior: Mediating Role of Conflict Management and Moderating Effect of Leader-member Exchange Differentiation

Kai-Han Yang, Shih Chien University
Hao-Chieh Lin, National Sun Yat-sen University
Pei-Wen Chiang, NXP Semiconductors Taiwan Ltd.

3.7.4 Paper Session 28

Room: Meeting A 3rd Floor

STRATEGIC DRIVERS OF GLOBAL INNOVATION AND EXPANSION

Session Chair: Punyaphat Saengchan, National Institute of Development Administration (NIDA)

The Catalysts of Environmental Policy: Influence of Investors on Corporate Green Technology

Feng-Kai Zhou, Nanjing University
Shui-Ying Jin, Zhejiang Normal University
Hai-Jian Liu, Nanjing University

Never Enough: The Effect of Greedy CEOs on Foreign Location Choice

Wen-Ting Lin, National Cheng Kung University
 Fang Tzu Kuo, National Cheng Kung University

Geopolitical Sanctions Spillover and Supplier Innovation: Navigating Techno-Nationalism and Domestic Opportunities

Hai-Jian Liu, Nanjing University
 Feng-Kai Zhou, Nanjing University

Product Proliferation Strategies and Firm Internationalization

Kai Hu, National Institute of Development Administration (NIDA)

16:10 – 17:00**Room: Ballroom 3rd Floor*****3.8 Plenary Session 2*****MEET THE APJM EDITORS, AWARDS, AND CLOSING CEREMONY*****APJM Introduction***

Chinmay Pattnaik, Editor-in-Chief, University of Sydney

Tips for Publishing in APJM

Siah Hwee Ang, Deputy Editor-in-Chief, Victoria University of Wellington
 Jintong Tang, Deputy Editor-in-Chief, Saint Louis University

Best Paper and Poster Award***Closing Remarks***

Mike Peng, Program Co-Chair and President of AAOM, University of Texas at Dallas

Saturday, June 21, 2025		
Venue: NIDA Business School 10 th Floor		
08:00 – 09:00	Room: 10 th Floor Hallway	
Registration for Workshops (This workshop is for pre-registered participants only.)		
09:00 – 10:00	Journal of World Business and AAOM Doctoral Consortium	
4.1 Journal of World Business and AAOM Doctoral Consortium Room: 1026 10 th Floor		
Consortium Combined Panel Discussion on ‘The Art and Science of Completing Your Research’		
Journal of World Business Paper Development AAOM Doctoral Consortium Mentors		
Workshop Mentors		
Ajai Gaur (Editor-in-Chief), Rutgers Business School		
Siah Hwee Ang, Victoria University of Wellington		
Felix Arndt, University of Guelph		
Mansour Javidan, Thunderbird School of Global Management		
Te Klangboonkrong, Thammasat University		
Vikas Kumar, University of Sydney		
Gerardus J. M. Lucas, Nottingham University		
Chinmay Pattnaik, University of Sydney		
Burkhard Schrage, RMIT University Vietnam		
Wei-Chieh Su, National Chengchi University		
George O. White III, University of Michigan-Flint		
10:00 – 10:15	4.2 Break	Room: 10 th Floor Hallway
10:15 – 11:15	Journal of World Business Paper Development Workshop and AAOM Doctoral Consortium	
4.3.1 Journal of World Business Paper Development Workshop Room: 1027 10 th Floor		
Panel Discussion on ‘Crafting Your Paper for an IB Journal’		
Journal of World Business Paper Development Workshop Mentors		
4.3.2 AAOM Doctoral Consortium Room: 1026 10 th Floor		
Panel Discussion on ‘Succeeding in Your Career Path Post-Dissertation’		
AAOM Doctoral Consortium Mentors		
11:15 – 11:30	4.4 Break	Room: 10 th Floor Hallway
11:30 – 12:30	Journal of World Business Paper Development Workshop and AAOM Doctoral Consortium	
4.5.1 Journal of World Business Paper Development Workshop Room: 1027 10 th Floor		
Paper Development Workshop		
4.5.2 AAOM Doctoral Consortium Room: 1026 10 th Floor		
Paper Development Workshop		
12:30 – 13:45	4.6 Lunch	Room: 1 st Floor Lobby Area

Shuttle Bus Schedule

Grand Fourwings Convention Hotel Pick-Up Point:

Infront of Main Lobby

NIDA Business School Pick-Up Point:

Infront of Main Entrance, NIDA Business School Building

Saturday, June 21, 2025		
Time	From	To
08:00	Grand Fourwings Convention Hotel	NIDA Business School
08:30		
13:50	NIDA Business School	Grand Fourwings Convention Hotel
14:20		

*Limited seats available.

- PDW and Doctoral Consortium participants can also use taxi/ride-hailing service to travel between the conference hotel and NIDA Business School with the following booking recommendation:
 1. Booking taxi via hotel counter service on the 1st Floor (6 kilometers / 15 minutes)
 2. Booking via mobile application (Grab)
(Booking service fee may be charged by taxi or booking service application.)
- Parking Area
 1. Grand Fourwings Convention Hotel: Participants can park their vehicles at the hotel parking area
 2. NIDA Business School: Participants can park their vehicles at parking areas near NIDA Business School (Boonchana Attakorn) Building or other parking areas in the National Institute of Development Administration (NIDA)

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Ziliang Deng
Peking University



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Rutgers Business School



Han Jiang
Chinese University of Hong Kong



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Two PHD principles in management scholarship

Yadong Luo¹

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Abstract

This article reflects on the author's academic journey, culminating in the AOM Hyundai Motor Eminent Scholar Award. Guided by two sets of PHD principles—Passion, Humility, Dedication and Purpose, Horizon, Diversity—the author underscores how these values shape our scholarly contributions. The NICE framework (Navigational, Insightful, Cooperative, and Engaged) is introduced to characterize impactful scholarship, advocating for a blend of theoretical rigor, collaborative engagement, and societal relevance. Emphasizing the evolving landscape of globalization, the article calls for international business and management scholars to address new challenges, such as fragmented geopolitics and the strategic reorientation of global businesses, to advance the field in today's complex global environment.

Keywords Principles for management scholarship

I am deeply honored to receive the Academy of Management (AOM) International Management Division (IMD) Hyundai Motor Eminent Scholar Award. This recognition holds profound significance for me, as it represents not just the culmination of over thirty years of my own work, but, more importantly, the acknowledgment of the collective efforts and remarkable scholarship that have shaped the fields of international business (IB) and international management (IM) over the past several decades. I owe a debt of gratitude to our field pioneers, seminal theorists, and breakthrough contributors.

I am immensely grateful to my colleagues and coauthors, with whom I have had the privilege of working throughout my academic life. Their collaborative spirit and

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intellectual camaraderie have enriched my research and broadened my perspectives. Together, we have explored new frontiers, tackled complex problems, and celebrated each other's successes. This award is as much a reflection of their contributions as it is of my own efforts. Today's celebration is a tribute to the collective journey we have undertaken, filled with shared challenges, breakthroughs, and triumphs. I am also grateful to APJM for inviting me to contribute this piece based on my award acceptance speech and for publishing one of my earliest papers on *guanxi* in this journal back in 1997.

Early journey

To briefly reflect on my early journey, I will highlight a few notable “first-time” experiences that shaped my path. My first international trip was in 1988 when I was a governmental official in Jiangsu, China, joining China's Ministry of Foreign Trade and Economic Cooperation delegation to the UK, Ireland, Italy, and Spain, tasked with negotiating China's restoration of GATT membership, the predecessor of the WTO. This delegation turned out to be one of the most accomplished and collaborative teams I have ever worked with in the realm of intergovernmental affairs. This experience enriched my understanding of trade multilateralism and negotiations. It even altered my perception of government bureaucracy.

The first prominent figure in our field whom I had the honor of meeting was Richard D. Robinson, a founding figure in the IB field and former president of AIB (1969–1970). I met him at University of International Business and Economics (UIBE) in Beijing in late 1986 during his week-long visit for a series of seminars. I was a graduate student at UIBE at that time. During this time, I also had the privilege of co-translating his IB textbook, which was later published in China. Professor Robinson is one of the sharpest independent thinkers and most globally minded individuals I have ever encountered. His principle of maintaining an independent, unbiased, fact-based, yet open-minded dialectic approach has served as a guiding beacon throughout my academic journey. This admiration also motivated me to pivot into academia. As I stand here today, reflecting on and commemorating the founders of our field, such as Professor Robinson, I am reminded that the pursuit of knowledge is a deeply communal endeavor, built on the contributions of many others. Professor Robinson, along with numerous other IB/IM pioneers, has fostered a thriving environment for the exchange of ideas, the synergy of diverse minds, and the relentless pursuit of truth. This award is a call to continue this journey with renewed vigor and to inspire others to pursue their academic passions with the same enthusiasm and determination.

My first set of early publications, which appeared in Chinese journals in the early 1980s, were not directly about IB strategies but were quite diverse in nature. They covered topics ranging from international accounting (e.g., how to collect international account receivables) and international corporate finance (e.g., global financing, financial analysis, transfer pricing and taxation, foreign exchange risks, and working capital management) to Global South and Global North trade relations. This interdisciplinary background, particularly the broader, combined macro-micro and policy-related research experience, has benefitted me enormously. As much as I revere our

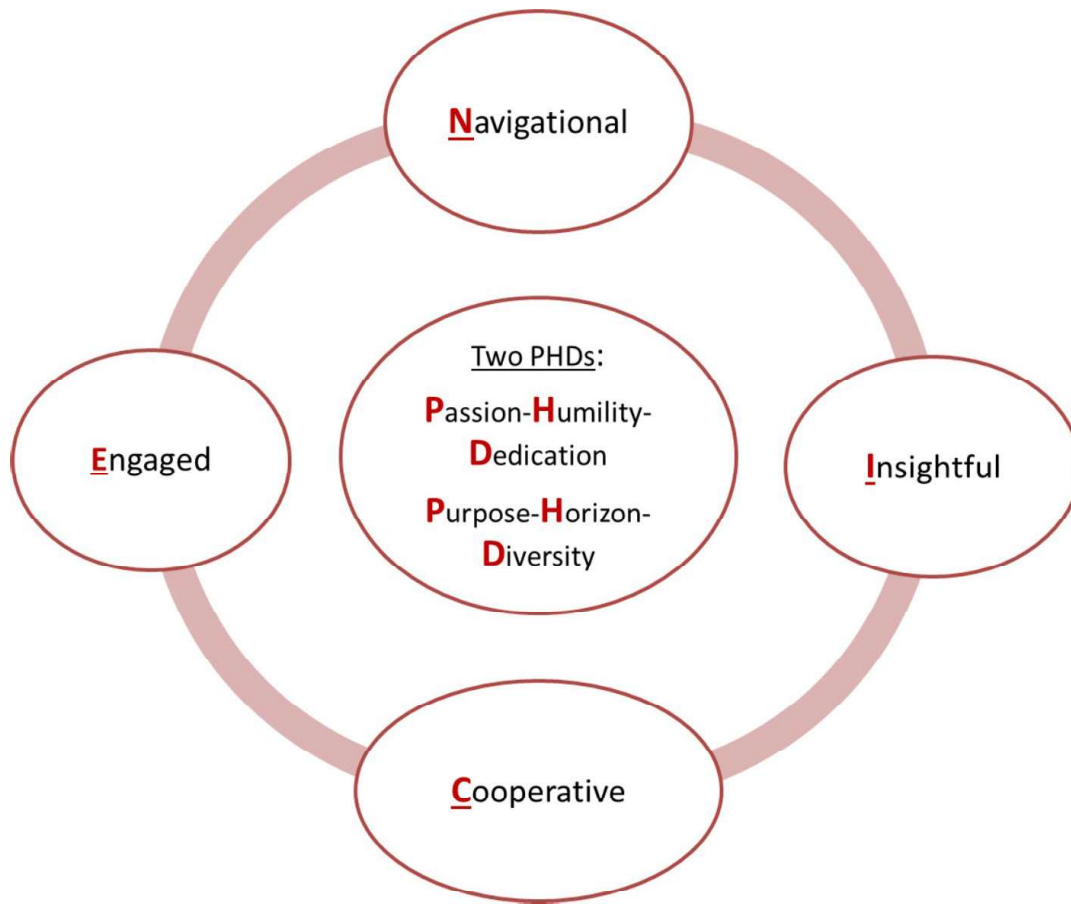


Fig. 1 NICE PHDs I Cherish

own field, I equally value other disciplines and scholarly communities that have provided a wealth of new knowledge, broadening my intellectual horizons.

Two PHD principles

Throughout my academic career, I have sought to follow two guiding principles, each encapsulated by the acronym PHD (as shown in Fig. 1). The first PHD represents **P**assion, **H**umility, and **D**edication.

Passion I have been fortunate to have the freedom to choose my path, whether as a scholar, policy-maker, or dean. At every stage of my career, I have pursued what I am passionate about. Passion is the driving force that fuels creative thinking and perseverance, allowing us to push boundaries and explore new frontiers. It is what transforms work from mere obligation into a source of joy and fulfillment. I believe that passion is not just a personal choice, but a professional imperative. It is the foundation upon which impactful scholarship is built.

Humility Humility was instilled in me from childhood, deeply rooted in my Asian heritage, of which I am immensely proud. This value is further reinforced by my

experience that the more I learn, the more I realize how little I truly know. It echoes the philosophical notion that there are always greater heights beyond what we can see, reminding me to approach every endeavor with an open mind and a willingness to learn. In academia, humility is essential—it keeps us grounded, encourages us to listen and learn from others, and drives us to continually question and refine our ideas. It also fosters a collaborative spirit, allowing us to engage with diverse perspectives and contribute to the collective pursuit of knowledge.

Dedication Having experienced hardships and poverty in my childhood, dedication has become second nature to me, especially when opportunities arise. Like many in my generation, I understand that time is limited, making the choice of where to dedicate oneself imperative. For me, dedication means committing earnestly to areas where we can make the most significant impact—where our skills, knowledge, and passions converge. It involves not only perseverance, but also thoughtful focus, ensuring that our efforts are directed toward goals that align with our long-term aspirations. Dedication is the engine that drives progress, turning passion and humility into tangible achievements.

The second PHD principle stands for **Purpose, Horizon, and Diversity**, and it shapes my academic philosophy.

Purpose I continually remind myself—and encourage others—to pursue research that is purposeful. Purposeful research is not just about advancing knowledge for its own sake (and certainly not merely for publishing). It must be societally valuable, theoretically insightful, empirically rigorous, and topically frontier. Purpose drives the impact of our work, ensuring that it resonates beyond the academic community and contributes meaningfully to society. It is about aligning our research with pressing global challenges and opportunities, making our scholarly endeavors not only intellectually stimulating but also practically significant.

Horizon Horizon refers to the importance of maintaining a broad, global perspective in our work, which is vital for advancing meaningful and impactful IM research. Some of our research projects, along with reviewer and editor expectations, and even the scope of journals, tend to be relatively narrow (or, in a positive sense, focused). While this focus can lead to deep, specialized insights, it can also limit our ability to offer real solutions to complex, real-world issues. I believe that intellectual horizons and the knowledge we each possess must reach greater altitudes, encompassing broadened views and greater depth. This means expanding our scope to consider how our research fits into the global context and how it intersects with broader societal challenges. By pushing beyond the immediate boundaries of our field, we can connect our findings to global trends, comparative insights, interdisciplinary knowledge, and diverse perspectives, which are increasingly necessary in our interconnected world. Further, a broader horizon encourages us to think dialectically, considering multiple viewpoints and understanding the complexities of global issues. It challenges us to move beyond parochialism and embrace a more holistic approach to research, where the interplay of different cultures, economies, and political systems is acknowledged

and integrated into our analyses. This global mindset not only enhances the relevance and impact of our work, but also makes it more resilient and adaptable to the rapidly changing world.

Moreover, expanding our intellectual horizons requires us to embrace the diversity of thought and experience that exists across disciplines. Insights from fields such as sociology, economics, political science, and environmental studies can enrich our understanding of international business and management. By integrating these perspectives, we can develop more comprehensive and nuanced theories, methodologies, and applications that address the complex realities of the global marketplace. In practice, this broader horizon should be reflected in the way we design our research projects, the questions we ask, and the methods we use. It also involves setting higher expectations for ourselves as reviewers and editors, encouraging a more inclusive, expansive, and integrative approach to scholarship. Journals, too, should consider widening their scope to include research that crosses traditional boundaries, fostering creativity, and encouraging scholars to explore new frontiers and comparative findings. Ultimately, embracing a broader horizon is about striving for a deeper understanding of the world and our place within it. It is about reaching beyond the familiar and challenging ourselves to see the bigger picture, to connect the dots between disparate ideas, and to contribute to a more comprehensive and enlightened body of knowledge.

Diversity Diversity is a cornerstone of academic excellence, encompassing a wide range of sociocultural, political, and ideological dimensions. I dedicated the first 30 years of my life to contributing in my limited way to advancing China's openness to the world. The next 30 years have been devoted to helping the Western world better understand emerging markets, particularly China, and fostering mutual understanding between different cultures. While diversity can sometimes lead to conflicts, it more often enriches our lives and work. By actively seeking to understand and appreciate diverse perspectives, we create an environment where a multitude of ideas can thrive and flourish.

Many IB and IM scholars, myself included, live and work in diverse environments. I believe successful scholarship thrives on cross-cultural and cross-political diversity by embracing openness, adaptability, and empathy. Openness to different perspectives—whether cultural, political, or ideological—enriches our personal and professional lives, enabling us to navigate varying cultural norms and political contexts. An empathetic approach further fosters respect and understanding across divides. In an increasingly interconnected and multifaceted world, leading with insight and sensitivity becomes not just an asset but a necessity. Embracing diversity in all its forms allows us to build more inclusive relationships and contribute to a more nuanced and comprehensive understanding of the world.

NICE PHDs

As illustrated in Fig. 1, I introduce the NICE framework, which highlights four essential professional traits for meaningful management scholarship. Together with the two PHD principles noted above, which lean more toward personal philosophies, we might playfully refer to this as “Two Nice PhDs.” Each element of the NICE framework—**N**avigational, **I**nsightful, **C**ooperative, and **E**ngaged—represents a fundamental aspect of what I believe constitutes exceptional scholarship in our field. These traits, in connection with the PHD principles, create a cohesive narrative that underscores the core academic philosophies I admire.

Navigational This trait emphasizes the ability to effectively guide both research and practice within the field. Navigational scholars not only follow existing paths, but also chart new ones. They have a keen sense of emerging trends and possess the foresight to anticipate future developments. This ability to navigate through the complexities of the field allows them to provide direction for future studies, shaping the trajectory of both theoretical advancements and practical applications. A Navigational scholar is, in essence, a trailblazer—someone who sets the course for others to follow, ensuring that the field remains dynamic and responsive to the evolving landscape of business and management.

Insightful Insightful scholarship goes beyond surface-level analysis to delve deeply into complex problems, uncovering underlying principles, connections, and implications. It is characterized by a strong analytical foundation, original thinking, and the capacity to generate new perspectives that challenge conventional wisdom. Insightful scholars contribute to the field by offering fresh, profound, and constructive ideas that advance both theoretical understanding and practical management. Their work resonates because it brings clarity to ambiguity, finds patterns in complexity, and presents solutions that are both innovative and applicable. Insightfulness is about depth and breadth—it is the quality that transforms good research into great scholarship.

Cooperative In an increasingly interconnected and interdisciplinary world, the importance of cooperative scholarship continues to grow. A Cooperative scholar is one who collaborates effectively with others—whether they are peers, advisors, coauthors, or practitioners from various disciplines. This trait emphasizes the value of building networks, fostering teamwork, and remaining open to diverse perspectives. By embracing cooperation, scholars can address larger, more complex issues and produce richer, more comprehensive research. Cooperation also reflects a commitment to collective progress, recognizing that the most significant breakthroughs often emerge from the synthesis of multiple minds and the integration of diverse expertise. Cooperative scholarship embodies the spirit of shared inquiry and mutual respect, leading to outcomes that are greater than the sum of their parts.

Engaged Engagement refers to the active involvement of scholars not only within the academic community, but also within the broader societal context. Engaged scholars contribute to public discourse, policy development, and the practical applications

of their research. They are committed to making their work relevant and accessible beyond academia, ensuring that their insights have a tangible impact on businesses, management practices, and society at large. An Engaged scholar bridges the gap between theory and practice, translating academic insights into actionable strategies that benefit organizations and communities, as emphasized by many (e.g., Meyer & Peng, 2016; Smith & Hitt, 2005; Van de Ven, 1989). Engagement also implies a responsibility to contribute to the public good, using one's expertise to address societal challenges and influence positive change. Engaged scholarship is, therefore, a vital link between academia and the real world, ensuring that research remains not only intellectually rigorous but also socially meaningful.

Shaping the future

I would also like to share some reflections on critical directions for IB and IM research, both now and in the years ahead. While the field offers numerous areas of exploration, I will highlight a few pivotal points that I believe resonate with a broader global audience.

First, for the 70 years leading up to 2018, the global economy was largely governed by open trade and multilateral cooperation, a system established by the United States and its allies after World War II. This order was built on principles of openness, rules-based governance, and multilateralism. However, we are now entering a new era characterized by fragmented globalization, driven by the rise of geopolitical fractures, nationalist unilateralism, and trade protectionism. This shift marks a significant departure from the multilateral governance model toward a form of nationalistic interventionism. In my view, this nationalistic interventionism represents one of the most profound paradigm shifts in both geopolitics and geoeconomics (see Luo, 2024). It signifies a move away from the traditional liberal stance that championed an open, rule-based multilateral system toward a coercive, realism-based policy approach that prioritizes national protectionism. This shift also raises critical questions about the interplay between geopolitical conflict and economic interdependence.

The growing global disorder underscores the necessity for companies to develop and implement robust geo-strategies that are not only reactive to immediate threats, but also proactive in anticipating future risks. The goal is to mitigate potential disruptions and leverage opportunities within this volatile environment. This requires competent geo-strategic planning, a strong ability to grasp geopolitical insights, forecast potential scenarios, and a well-developed skillset in risk management and corporate diplomacy (e.g., Li et al., 2022). The implications for our theoretical advancement, empirical research design, and problem-solving solutions across many fields are substantial.

Second, most international businesses have been, and will continue to be, fundamentally reorganizing, restructuring, realigning, and rerouting. For example, companies based in the Global North are increasingly focusing on global rerouting strategies that involve diversifying their global value chains, pursuing friend-shoring, and reshoring. For firms in the Global South, with China as a prime example, rerouting often involves redirecting trade and investment through third countries. This

approach serves as a springboard, enabling emerging market firms to access Western markets by leveraging manufacturing and investment in intermediary countries (see Luo & Witt, 2022). These intermediary countries act as conduits for rerouting, re-exporting, and reinvesting in target markets that might otherwise be inaccessible due to de-risking barriers. Firms in the Global South may also pursue regional trade agreements and partnerships more vigorously, as endorsed by their governments, to facilitate global expansion.

While diversification and rerouting are necessary, I advocate for downsizing or down-scoping rather than completely exiting markets like China or the US, unless these markets become irrelevant to them. The costs associated with exit, reentry, reconnection, and socio-psychological reattachment to local consumers, suppliers, and other stakeholders are often substantial. This reinforces the strategic logic of maintaining options in the face of significant uncertainties. We are now in an era where the golden age of globalization may have passed, but the era of heightened strategic vigilance has begun. This evolving reality creates new avenues for research on the internationalization of emerging market enterprises, particularly those from Asian economies, offering fresh directions for deeper exploration.

Third, I anticipate that Thucydides' trap might apply to some extent if the US and China cannot find ways to coexist, coevolve, and cooperate. However, if they can shift from coercive, confrontational realism toward what I term "inclusive pragmatism," they might establish a policy framework that guides geopolitical relations, balancing their respective national interests through a combination of competition and cooperation. The term "pragmatism" reflects the pursuit of a nation's interests through realistic means. The term "inclusive" recognizes the existence of opportunities for collaboration and emphasizes the use of diverse approaches, including cooperation, to augment national interests. It also acknowledges the legitimate right of other sovereign nations to develop, ultimately contributing to world peace and order. Inclusive pragmatism sits between realism and liberalism. Unlike realism, it uses all pragmatic means, including cooperation, to attain and sustain a nation's geopolitical advantages over other nations. Unlike liberalism, it emphasizes realistic goal-pursuit via realistic means, de-emphasizing the idealistic rational choice assumed by liberalism. Evidently, nation states compete for geopolitical and geoeconomic power, and this becomes much more tension-filled between the US and China, as their goals are often incompatible and their ideologies highly disparate. It may seem obvious, but mutual misunderstanding of intentions, positions, and ideologies between the two remains one of the root causes for geopolitical frictions today.

Finally, international business intelligence is set to become a critical core competence in global competition. Firms must expand their scope to identify and assess emerging risks, including geopolitical and dependency risks. For companies competing on the global stage, there is an increased need to develop what I refer to as meta-intelligence, which encompasses new risk intelligence, new technology intelligence, and new market intelligence. This meta-intelligence involves staying attuned to elections, political movements, industrial and trade policies, and evolving compliance norms. To navigate these complexities, international businesses must cultivate cognitive skills and build analytical systems that enable them to effectively learn, sense, filter, and calibrate both opportunities and threats. International management scholars,

whether from behavioral, strategic, operational, or organizational perspectives, need to embrace this important frontier.

Concluding remarks

Receiving the AOM IMD Hyundai Motor Eminent Scholar Award is a profound honor that represents not only the culmination of my own journey, but also the collective achievements of the IB and IM community over the past five decades. This recognition is a testament to the pioneering work of field leaders and the collaborative spirit of my colleagues and coauthors, whose contributions have deepened my perspectives.

As we navigate an increasingly complex reality, the principles we uphold today will shape the future of our field. By embracing the two PHD principles—Passion-Humility-Dedication and Purpose-Horizon-Diversity—and the NICE qualities—Navigational, Insightful, Cooperative, and Engaged—we can strive to ensure that our work remains impactful and forward-thinking. Together, let us push the boundaries of knowledge in IB and IM and create a more informed, intellectually robust, and value-driven future for our scholarship. With this spirit, I wish you, and all of us, the best in navigating our individual and collective paths so that our work resonates for years to come, is revered by fellow scholars and practitioners, and is continually reinvigorated through ongoing efforts.

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A trailblazing scholar bridging East and West

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Abstract

This paper joins the festivities that celebrate Professor Yadong Luo's winning of the Academy of Management International Management Division (AOM IMD) Hyundai Motor Eminent Scholar Award. We address three crucial questions: (1) What do we know from Luo's three decades of research? (2) How can he achieve sustained high-impact research? (3) What lessons can we learn from his scholarship? Deploying artificial intelligence (AI) to help make sense of Luo's prolific and influential research, we find that his scholarship excels in both quantity and quality, expanding the boundaries in international business (IB) and international management (IM) research through his conceptual and empirical exploration of a broad range of topics. A trailblazing scholar bridging East and West, Luo has been a pioneer in reframing traditional West-based IB/IM concepts in East-based contexts centered on emerging markets. Asserting influence beyond his own field, he has successfully exported some IB/IM research to other disciplines. Critical lessons from his scholarship include: (1) Passion, dedication, and focus are a must. (2) Attention to reality and continuous learning drive success. (3) Open perspectives allow for better engagement with new phenomena.

Keywords East · Emerging markets · International business (IB) · International management (IM) · Passion · Research · Scholarship · Three decades · West · Yadong Luo

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This paper joins the festivities that celebrate Professor Yadong Luo's winning of the Academy of Management International Management Division (AOM IMD) Hyundai Motor Eminent Scholar Award. We endeavor to address three crucial questions: (1) What do we know from Professor Luo's three decades of research? (2) How can he achieve sustained high-impact research? (3) What lessons can we learn from his scholarship?

We are avid consumers of Professor Luo's research and among his earliest coauthors (Luo & Park, 2001; Luo & Peng, 1998, 1999; Park & Luo, 2001; Peng & Luo, 2000). Therefore, our paper draws on both our scholarly understanding of his work and our personal relationship with this remarkable friend and colleague—hereafter, we will call him Yadong, which we have been doing for three decades. Our goal is to not only offer a high-level review of his scholarship, but also share some of the “story behind the story” with the broader international business (IB) and international management (IM) community.

Three decades of research

Between 1995 and the end of 2024, Yadong has published 21 books and 193 papers.¹ Of the papers, approximately 60 appeared in UTD 24 top journals. As of January 2025, his work has garnered over 60,000 Google citations, with an H-index of 116. Reflecting this impact, he ranks #12 globally in Business & Management, according to Stanford University's World's Top Scientists List, making him the highest-ranked scholar representing the IB/IM field. Overall, Yadong's scholarship excels in both quantity and quality.

While we consider ourselves knowledgeable about Yadong's research and have continued to coauthor with him (Ananthram et al., 2024), reviewing the totality of his astonishing volume of output presents a considerable challenge, given limited time. As an interesting experiment—for the first time in our career—we have relied on artificial intelligence (AI), specifically ChatGPT, to generate an outline of Yadong's research. Having deployed AI to help make sense of Yadong's prolific and influential research, we then leverage our experience and understanding of his scholarship to modify this outline (Table 1).

Although Yadong's English-language publications span four decades (between the 1990s and the 2020s), considering that his first paper appeared in 1995 (Luo, 1995, in *Management International Review*), we use the mid-decade years to mark the beginning and end of his three decades. Specifically, for this review, his three decades are (1) 1995–2005, (2) 2005–2015, and (3) 2015–2025. While there are no clear lines of demarcation separating these three decades of work, for our review, we have found the three decades to be a helpful organizing framework.

Table 1 outlines Yadong's five streams of research across three decades. Generated by ChatGPT, Figure 1 visualizes Yadong's entire research “waterfront.” One moto permeating IB/IM research is “think global, act local” (Geddes, 1915). Figure 1

¹ Before Yadong came to the United States in 1992, he had published 23 Chinese-language papers and three books translating Western IB theory and practice into Chinese (Luo, 2025).

Table 1 Five streams of research across three decades

Stream	Topics (in alphabetical order)	Decade
1 MNCs and IJV management in China	Adaptation, boundary spanning, capabilities, entry mode, flexibility, government relations, HQ-subsidiary relationship, justice, networking, product relatedness, trust	The first decade (the mid-1990s–mid-2000s)
2 Chinese firm performance	Buyer-supplier justice, coopetition, <i>guanxi</i> , moral degradation, leader boundary-spanning, sustainability	Three decades (mostly the mid-1990s–mid-2000s)
3 Emerging-market multinationals	Composition-based view, entrepreneurial orientation, entry/exit strategy, home-country conditions, risk-taking, speed, springboard, subsidiary autonomy, value chain integration,	The second and third decades (since the mid-2000s)
4 MNCs in general	Ambidexterity, business model, coopetition, corruption, culture, HQ-subsidiary relationship, offshoring, outsourcing networks, platform and ecosystems, relational strategy, reverse adaptation	The second and third decades (since the mid-2000s)
5 Geopolitical dynamics and emerging markets	Geopolitical uncertainty, global disorder, knowledge transfer, paradigm shift, politicized nature of IB, poverty, social entrepreneurship, techno-nationalism	The second and third decades (since the mid-2000s)

shows that Yadong's work, despite its tremendous diversity and reach, can live up to this ideal: think global and act local—the “local” being the IB relationship between the two largest economies of the world.

There are numerous ways to analyze such a large and influential body of work. To us, Yadong's scholarship exemplifies the gradual but relentless expansion of the research enterprise (Table 2). This, of course, is a collective enterprise for all contributing scholars. Yadong's scholarship not only represents his personal endeavors and accomplishments, but also embodies the larger scholarly pursuits of the IB/IM field—moving from a smaller focus to a broader front. His research streams have evolved from several small creeks (one of these is his earliest contribution to the *Asia Pacific Journal of Management*: Luo & Chen, 1997) to broad running rivers embracing the ocean—in short, from local to global.

At the risk of oversimplification, we suggest that Yadong's biggest contributions center on the seven conceptual foundations he has laid for emerging markets (EM) research (Table 3). He is often one of the first movers—and sometimes the very first mover—venturing into these areas. He is a leading mover and shaker to stimulate more interest, propelling these topics into a thriving research area that captures the attention and imagination of numerous scholars worldwide. He has been a pioneer in reframing traditional West-based IB/IM concepts in East-based contexts centered on emerging markets. In turn, he has also leveraged his expertise in the East to influence



Fig. 1 Three decades of research by Professor Yadong Luo. Source: DALL.E from ChatGPT 4.0 (Open AI, 2024)

Table 2 From local to global

From local...	To global
From China	to cross-country (global and emerging markets)
From empirical verification	to integrative conceptualization
From static contents	to dynamic processes
From business-specific issues	to broader social issues
From reflective	to pioneering and thought-leading

research in the West—helping create a powerful two-way street between the East and the West.

Sustaining high-impact research

Most senior scholars slow down. This is an almost universal observation of academia. However, Yadong has proven to be an exception to this rule. He has not slowed down. Between 2022 and 2024, he has published *six* articles in the *Journal of International Business Studies* (Beugelsdijk & Luo, 2024; Luo, 2022a, 2022b, 2024; Luo & Van

Table 3 Conceptual foundations in emerging-markets research

Concepts *	Representative articles **
Informal relations	Peng and Luo (2000), Luo and Park (2001), Park and Luo (2001)
Procedural justice	Luo (2005), Luo (2008), Luo (2009)
Coopetition	Luo (2007), Luo et al. (2008), Luo et al. (2019)
Ambidexterity	Luo and Rui (2009), Nambisan and Luo (2021)
Boundary spanning	Luo (2009), Huang et al. (2016)
Springboard view	Luo and Tung (2007), Nambisan et al. (2019), Luo and Tung (2018)
Composition-based view	Luo and Child (2015), Luo and Bu (2018), Ananthram et al. (2024)

* In chronological order of the first article associated with each conceptual foundation that we can identify

** The cited articles are representative but not exhaustive. They represent some of our favorites of Yadong's research, which we recommend to colleagues

Assche, 2023; Luo & Witt, 2022). Not merely exploiting his old expertise, these articles venture into pioneering research streams, tackling frontier issues ranging from geopolitical dynamics and paradigm shifts in IB/IM to digital global connectivity and Industry 4.0—uncharted territory both for him and the broader field. How can Yadong sustain such high operational tempo—to borrow a military term?

Of Yadong's friends and colleagues, the two of us are perhaps in the best position to address this question. We worked closely with Yadong early in his career. Fresh out of our PhD training, Mike met Yadong on the faculty at the University of Hawaii at Manoa in January 1996. As colleagues, Mike and Yadong collaborated on three articles: Luo and Peng (1998), Luo and Peng (1999), and Peng and Luo (2000). Of these articles, Peng and Luo (2000), “Managerial ties and firm performance in a transition economy: The nature of a micro-macro link” in the *Academy of Management Journal*, is Yadong's most-cited paper. Sam met Yadong in the spring of 1996, when Sam was an assistant professor at Rutgers University, and contributed to Luo and Park (2001) and Park and Luo (2001). Of these, Park and Luo (2001), “Guanxi and organizational dynamics: Organizational networking in Chinese firms” in the *Strategic Management Journal*, becomes Yadong's second most-cited publication.

Yadong is one of the hardest-working colleagues we have met in our career, spanning three continents across many institutions. During the two years when Mike overlapped with Yadong at the University of Hawaii, Yadong usually was the last person to leave the building. Sam was amazed by the speed and thoroughness of Yadong's turnaround when they worked on revisions. Sam expected it would take weeks to address some reviewers' critical comments, but Yadong returned with the most polished and appropriate responses in a matter of days.

Merely working hard is not enough. Yadong also has one of the sharpest minds among numerous scholars we have met. He has not only paid the usual attention to the scholarly literature, but also kept his eyes on the rapidly-evolving IB/IM practice—especially in the context of China's dramatic rise to become the world's largest exporter, the largest inward foreign direct investment (FDI) recipient, and one of the largest outward FDI generators. One of our favorite papers is “From foreign investors to strategic insiders: Shifting parameters, prescriptions, and paradigms for MNCs in China” in the *Journal of World Business* (Luo, 2007). Driven by his sharp observation of changing IB practice in China, Luo (2007) demonstrates

how theory complements practice and how new practice propels new scholarly research. Sam noticed that the issues they studied in Luo and Park (2001) on strategies of multinational corporations (MNC) in China were indeed the most challenging issues confronting MNCs, when he joined Samsung China as a senior executive in the mid-2000s.

True to the multilevel tradition of IB/IM research, Yadong's work has covered multiple levels: individuals, subunits (notably joint ventures), firms, nations, and global order. His work is also relentlessly interdisciplinary, leveraging his training in IB, strategy, and economics; and drawing on numerous other disciplines such as art, history, international relations, linguistics, organizational behavior, political science, and sociology. Notably, Yadong has published numerous papers, including multiple solo-authored works, in the *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, and *Strategic Management Journal* (15 in total). These papers extend beyond IB/IM, often employing cross-level designs that engage a broader business and management audience. A true scholar, Yadong enjoys his "swim" in various fields and literatures, and his encyclopedic knowledge has enabled him to creatively connect the dots for different combinations of theories, data, and practice.

Yadong is also focused and excels at implementing his research plans. Most of us start our day looking at emails when we have the highest energy. Some emails are unproductive small tasks, which can easily consume our morning. Yadong *only* looks at his emails in the late afternoon, thus being able to focus on the most important tasks with no distraction from emails. When he processes emails, he only does this when his energy level is relatively low, while preserving his most precious morning for crucial research and writing tasks. Few of us can maintain such discipline in time management. Only Yadong can do this—consistently, across three decades.

Regarding scholarly topics and projects, Yadong focuses on amplifying the seven core foundations in an EM context (Table 3). As the center of gravity of IB practice in an EM (or specifically, Chinese) context moves away from international joint venture (IJV) to outward FDI, Yadong's research has also evolved—constantly in touch with changing reality.

- When Yadong started his first research stream, IJV management with a China focus (Table 1), he was one of an increasingly expanding group of scholars who undertook research in this area, which included both Sam (Park, 1996; Park & Russo, 1996) and Mike (Peng, 2000; Peng & Shenkar, 2002). At that time—roughly the first decade of Yadong's research—the primary mode of market entry into China was the IJV. On a worldwide basis, IJV, as a relatively novel (inter)organizational genre, was underexplored. Therefore, IJVs in China attracted numerous IB/IM scholars. Yadong established himself as an emerging leader throughout this research movement centered on an important but previously underexplored practice.
- Starting in his second decade, he moved to the head of the pack, blazing the trail for the springboard perspective (Luo & Tung, 2007) and the composition-based view (Luo & Child, 2015). These transitions were driven by the changing center of gravity of China/EM-related IB activities from competition in China (Luo,

- 2007; Luo et al., 2019) to competing out of China via outward FDI (Peng et al., 2018, 2024). Arising from a question based on his profound observation during such transitions in practice, “How do ordinary firms with ordinary resources generate extraordinary results?” (Luo & Child, 2015) became a guiding question.
- More recently, as the winds of deglobalization sweep throughout the world and firms around the world have to cope with the U.S.-China rivalry (Li et al., 2022), Yadong has been turning his attention to “Paradigm shift and theoretical implications for the era of global disorder”—the title of Luo (2024).

Overall, one of the hallmarks of Yadong’s research is relentless efforts to bring theory and practice together. Regarding Yadong’s impact, while the quantitative dimensions, such as the number of papers and citations, are well known, we also appreciate the *qualitative* dimensions of his contributions. While Yadong has published in all the leading IB, IM, and management journals, it is interesting to note that he has also asserted influence beyond the IB/IM field, by successfully “exporting” IB/IM research to leading journals in four other disciplines. These are: (1) business ethics (*Journal of Business Ethics*: Zheng et al., 2014), (2) operations management (*Journal of Operations Management*: Liu et al., 2009), (3) organizational behavior (*Journal of Applied Psychology*: Gong et al., 2001), and (4) social entrepreneurship (*Journal of Social Entrepreneurship*: Ananthram et al., 2024).

Buckley (2002) complains that IB has “imported” too much from other disciplines, and that IB suffers from an intellectual “trade deficit.” Responding to Buckley’s (2002) complaint, Peng (2004: 105) argues that “As long as IB scholarship is generating some respectable ‘exports’ to other disciplines, IB’s ‘trade deficit’ is not a grave concern and we need not be too nervous about it.” Peng (2004: 105) suggests that “IB scholars need to be in the game, play hard, and aim high.” This is precisely what Yadong has been doing. Twenty years after the Buckley (2002) versus Peng (2004) debate, we are delighted to point out that Yadong’s “exports” represent some shining examples of such interdisciplinary trade, which make all of us in IB proud.

How can Yadong sustain such high-quantity, high-quality, and high-impact research? As friends and colleagues, we can have fun speculating what drives Yadong. Perhaps he was born without a neutral or reverse gear. However, reverse-engineering a scholar’s success is hard, given the obvious problems of causal ambiguity and faulty memory. It is better to listen to his own words. In his article in the *Asia Pacific Journal of Management* that is based on his acceptance speech at the AOM IMD award ceremony in August 2024, Luo (2025) shares his secrets with the world. It is his two “PHD principles”—(1) passion-humility-dedication and (2) purpose-horizon-diversity—that have sustained him and propelled him forward.

Lessons for successful scholarship

A short review piece can hardly do justice to Yadong’s voluminous research. Yadong’s work ethic, passion for performance, and dedication to excellence are legendary. His contributions will continue to be studied, extended, and debated by numerous schol-

ars in future years and decades. To us, three lessons for successful scholarship stand out:

- *Passion, dedication, and focus are a must.* Yadong's enthusiasm is infectious. To work with Yadong is to like him: we are lucky to have the opportunity to work with him early in our career. Our successful collaborations with Yadong have undoubtedly contributed to our own career progress. Later colleagues and students who have worked with him all speak highly of his passion, dedication, and focus. Yadong has maintained his single-focus on the discipline of IB/IM through his long research career—some occasional “exports” aside. His dedication to understanding the impact of fast-changing and uncertain emerging markets on firm behaviors has benefited IB scholarship and practice tremendously (Peng et al., 2018, 2023).
- *Attention to reality and continuous learning drive success.* Yadong's practitioner and policy background (Luo, 2025) has significantly shaped his research interests—especially his early salvos on IJVs in China. However, every rich mine has a point of exhaustion. That Yadong can continue to generate exciting ideas and publish thought-provoking new works speaks volumes about his extraordinary continuous learning capabilities, something with which we all need to be equipped. While most academic writing tends to be at least one step behind the market trend, Yadong has often stayed ahead, introducing field-leading thoughts and frameworks.
- *Open perspectives allow for better engagement with new phenomena.* With an open mind, Yadong has been like a permanent doctoral student, who, like a piece of sponge, embraces new learning and absorbs new knowledge all the time. We have been consistently amazed by his discipline and desire to expand his understanding of diverse views, tools, and theories from various disciplines. Whenever he encounters new phenomena, he is not confined by any single perspective or discipline. In addition to IB/IM, he applies concepts and theories from economics, history, international relations, linguistics, organizational behavior, political science, psychology, sociology, strategy, and more. To us, he has been the hardest-working student over the last three decades, opening to various theories and disciplines and continually upgrading himself with new knowledge and perspectives, which enable him to make sustained contributions.

Overall, Yadong has expanded the boundaries of IB/IM research by extensively writing on new IB phenomena across diverse contexts. He has provided a realistic and foundational framework for EM studies with his springboard and composition-based views, which explain emerging firms' strategic modes and growth directions. While traditional IB/IM knowledge has been built on the activities of Western MNCs, Yadong has enriched this perspective by incorporating insights from Eastern (particularly EM) contexts and propelling the entire field to new heights. In short, he is a trailblazing scholar bridging East and West.

No success comes without sacrifice. Given how hard Yadong works, we know he has sacrificed a lot. One crucial lesson is work-life balance. As friends and col-

leagues, we would like to say to Yadong: Congratulations! It is time to slow down—for the sake of your health and your family!

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Declarations

Conflict of interest The authors declare that there is no conflict of interest.

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