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Awards & Honours

John S. Day Distinguished Alumni Academic Service Award
COOL Karel

Emerald Citation of Excellence Award
Paper selected as one of the 50 best management-related articles published in 2008
“A Bite to Whet the Reward Appetite: The Influence of Sampling on Reward-Seeking Behaviours”
WADHWA Monica
Publications

Books

BJÖRKMAN Ingmar; EVANS Paul A. L.; PUCIK Vladimir

Since strategy, organisational capabilities and people management are increasingly intertwined in multinational firms, we take a general management perspective on HRM challenges such as coordination, talent and knowledge management. Each of the 14 chapters in this totally revised second edition is a stand-alone guide to a particular aspect of international human resource management, from the history of international human resource management in the first chapter to the functional implications for human resource professionals in the last; from managing the human side of cross-border acquisitions to building multinational coordination. We devote particular attention to the HRM issues related to horizontal coordination; to exploring how HRM contributes to the social architecture of the multinational firm; to the core global human resource management processes that support the needs of global organisations (talent attraction and selection, leadership development and performance management); and to responses to the need for global knowledge sharing, the management of innovation, and the implementation of rapid change. Most fundamentally, we explore how firms cope with both/and dualities that underlie international management.

FALCAO Horacio
Value Negotiation: How to Finally Get the Win-Win Right. Pearson Publishing. Forthcoming.

Abstract not available.

GATIGNON Hubert; BOWMAN Douglas

Market response models help managers understand how customers collectively respond to marketing activities, and how competitors interact. When appropriately estimated, market response models can be a basis for improved marketing decision making. Market response models can be classified as a) those directly linking marketing response stimuli or inputs to market response outputs, and b) those that also model a mediating process. Inputs include marketing instruments (i.e., marketing mix variables) and environmental variables. This monograph takes a forward-looking perspective, including trends, to identify research opportunities related to market response and marketing mix models as falling under four broad areas: 1) “New” or under-studied inputs and/or “richer” measures of input constructs; 2) Explicitly accounting for the process linking inputs to outputs; 3) “New” or under-studied dependent variables; 4) Under-studied or emerging contexts.

RANGAN Subramanian; OBLOJ Tomasz

Abstract not available.

THORSDEN Pia; HUNTER Mark; HANSON Nils; SABBAGH Rana; SULLIVAN Drew; SVITH Fleming; SENGERS Luuk

This manual provides a guide to basic methods and techniques of investigative journalism, and it consciously fills a gap in the literature of the profession. The majority of investigative manuals devote a lot of space to the subject of where to find information. They assume that once a reporter finds the information he or she seeks, he or she will be able to compose a viable story. We do not share that assumption. We do not think that the only issue is finding information. Instead, we think the core task is telling a story. That leads to the basic
methodological innovation of this manual: we use stories as the cement which holds together every step of the investigative process, from conception to research, writing, quality control and publication. We call this approach 'hypothesis-based inquiry', to underline that a story is only a hypothesis until it is verified.

TUNG Rosalie (eds.); BIRKINSHAW Julian (eds.); BRANNEN Mary Yoko (eds.)
Qualitative Research Special Issue of the Journal of International Business. Forthcoming.

Abstract not available.


Journal Articles

ANCONA Deborah; BRESMAN Henrik; CALDWELL David

Abstract not available.

ARIKAN Asli M.; CAPRON Laurence
Do Newly Public Acquirers Benefit or Suffer from Their pre-IPO Affiliations? Strategic Management Journal. Forthcoming.

We examine whether pre-IPO affiliations affect post-IPO corporate events, namely acquisitions. On the one hand, newly public acquirers may benefit from their pre-IPO affiliations through residual signalling value or/and resource-related benefits. On the other hand, newly public acquirers may suffer from those affiliations when conflicts of interests arise during the post-IPO period. Equity underwriters may have an incentive to promote non-value-creating acquisitions (Type II error), and venture capitalists (VCs) may have an incentive to forgo strategically important acquisitions (Type I error). Drawing on a sample of 4,029 acquisitions made by 717 newly public firms, we find that the announcement of an acquisition by a newly public acquirer elicits a positive response from investors on average. The market views more favourably the acquisitions announced by newly public acquirers associated with prestigious equity underwriters, but this reaction becomes negative when the lead underwriter is retained as the acquisition advisor. The market reacts more favourably to acquisitions announced by VC-backed newly public acquirers, but only when those VCs are committed to a longer lockup period. The effects of pre-IPO affiliations on expected returns are stronger for newly public acquirers with a high intangible resource base and persist throughout the three-year post-IPO period (across each subsequent acquisition announcement).

BRUNO Hernan A.

Abstract not available.

CARLOCK Randel

Abstract not available.

CARLOCK Randel

Keeping a family fortune intact is not just a matter of good investment practice or legal structures. The concept of stewardship is key to helping business families overcome the psychological issues that complicate ownership succession.
CHATTOPADHYAY Amitava

This paper examines the effects of incidental similarity shared between a salesperson and a potential customer. We show that an incidental similarity, such as a shared birthday or a shared birthplace, can result in a more favourable attitude and a higher intention to purchase. We argue and find that the need for social connectedness underlies the persuasive effects produced by incidental similarity in an interpersonal context. In addition, we identify two boundary conditions that qualify our findings. We show that the valence of the salesperson’s behaviour and the possibility of an extended service relationship with the salesperson moderate the process we outline. When the need for social connectedness is mitigated, the positive effects of incidental similarity are lost.

CHATTOPADHYAY Amitava

This research examines how the length of time for which a goal is interrupted affects goal pursuit in an online context. Goal interruption duration in the form of long download time duration has been identified as a significant impediment to electronic commerce. It is believed that a faster download time is always better to motivate web users to keep surfing. We challenge this belief. In three studies, we find that, under certain circumstances, longer rather than shorter download times motivate web users to keep surfing longer. The counterintuitive pattern of effects can be explained by web users’ fit experiences (Higgins 2000) while surfing. In particular, our findings suggest that when online surfing “feels right”, web users think that online information is right.

CHICK Stephen; BRANKE Jürgen; SCHMIDT Christian

Statistical selection procedures are used to select the best of a finite set of alternatives, where “best” is defined in terms of each alternative’s unknown expected value, and the expected values are inferred through statistical sampling. One effective approach, which is based on a Bayesian probability model for the unknown mean performance of each alternative, allocates samples based on maximising an approximation to the expected value of information (EVI) from those samples. The approximations include asymptotic and probabilistic approximations. This paper derives sampling allocations that avoid most of those approximations in the previous algorithms, but entails sequential myopic sampling from a single alternative per stage of sampling. We demonstrate empirically that the benefits of reducing the number of approximations in the previous algorithms is typically outweighed by the deleterious effects of a sequential one-step myopic allocation when more than a few dozen samples are allocated. Theory clarifies the derivation of selection procedures that are based on the EVI.

CHICK Stephen; YUCESAN Enver

Abstract not available.

CHOUINARD Marc; DAMOURS Sophie; AIT KADI Daoud; VAN WASSENHOVE Luk

This paper provides a conceptual framework for the design and management of supply loops. A supply loop is a logistics network that integrates reverse logistics activities related to the recovery of unused products, their retransformation and the redistribution of the reusable materials. The conceptual framework is elaborated based on the business process reengineering experience for the allocation, maintenance, recovery, retransformation and
redistribution of wheelchairs in the Province of Quebec, governed and managed by a government agency. This framework addresses all the significant generic decisional levels, from the identification of the customers’ expectations or needs, the design and management of the logistics networks, processes and products, from a lifecycle perspective, to activity planning and scheduling. The decisional levels are characterised mainly according to the reverse logistics activities. Their implementation is illustrated within the wheelchair context in the Province of Quebec. A brief discussion on the roles of the involved network parties is made from this context.

Coughlan Anne; Choi S. Chan; Chu Wujin; Desai Preyas S.; Ingenè Charles A.; Moorthy K. Sridhar; Padmanabhan V. (Paddy); Raju Jagmohan S.; Soberman David A.; Staelin Richard; Zhang Z. John


To cover a story, journalists are taught to ask six questions: Who? What? When? Where? How? Why? To analyse a topic, academic marketing researchers focus on the How and Why questions with the goals of explicating the key forces behind marketing phenomena, specifying the mechanisms by which they interact, and measuring the relative sizes of various effects. The answers to the Who, What, Where, and How questions are generally used to parameterise the model by describing consumer or buyer behaviour and segmentation, and industry and competitive characteristics. Explication, specification, and measurement can be accomplished from the perspectives of a variety of disciplines (e.g., social psychology, sociology, and economics) and methodological approaches (e.g., analytical modelling, econometrics, experiments). Our focus is on analytical modelling.

Csaszar Felipe A.; Siggelkow Nicolaj


It is a common and frequently implicit assumption in the literature on knowledge transfer and organisational learning that imitating practices from high-performing firms has a positive impact on the imitating firm. While a large body of research has identified obstacles to successful imitation, not much is known about what breadth of imitation is most effective. In this paper, we use a simulation model to explore how interdependence among practices, context- and firm-similarity, and time horizon interact in non-trivial ways to determine the payoffs that arise from different breadths of imitation. The results of the model allow us to qualify and refine predictions of the extant literature on imitation. In particular, they shed light on the conditions under which increases in imitation breadth, and hence investments that facilitate the faithful copying of more practices, are valuable. In addition, they highlight that imitation can serve two different functions: mimicking high performers, and generating search by dislodging a firm from its current set of practices, each requiring different organisational routines for its successful implementation.

De Langhe Bart; Van Osseelaer Stijn M. J.; Mirjam Alexandra Tuk; Sweldens Steven


Abstract not available.

Evgeniou Theodoros; Toubia Olivier


We test methods, based on cognitively simple decision rules, that predict which products consumers select for their consideration sets. Drawing on qualitative research, we propose disjunctions-of-conjunctions (DOC) decision rules that generalise well-studied decision models such as disjunctive, conjunctive, lexicographic, and subset conjunctive rules. We propose two machine-learning methods to estimate cognitively simple DOC rules. We observe consumers’ consideration sets for global positioning systems for both calibration and validation data. We compare the proposed methods to both machine-learning and hierarchical-Bayes methods, each based on five extant compensatory and non-compensatory rules. On validation data the cognitively simple DOC-based methods predict better than the ten benchmark methods on an information theoretic measure and on hit rates;
significantly so in all but one test. An additive machine-learning model comes close on hit rate. Our results are robust with respect to format by which consideration is measured (four formats tested), sample (German representative vs. US student), and presentation of profiles (pictures vs. text). We close by illustrating how DOC-based rules can affect managerial decisions.

FATAS Antonio; PRAKASH Kannan; PAU Rabanal; ALASDAIR Scott
Monetary Policy and Asset Prices: What Do We Learn from Booms and Busts? IMF World Economic Outlook. Forthcoming.

The current crisis gives cause to reassess the role of monetary policy in dampening asset price booms. After the turmoil of the last two years it no longer seems adequate to argue that monetary policy should simply pick up the pieces after asset price busts. This chapter returns to an old question: what is the right response of monetary policy to asset price fluctuations?

GATIGNON Hubert

This commentary builds on the paper by Goldenberg, Libai, and Muller (2009) and on the areas of the contribution it makes to the field: the distinction between word-of-mouth and network externality effects, agent-based simulations and extensions of the Bass model for aggregate models including word-of-mouth and network externalities. It reflects on some of the issues raised by this paper and provides directions which the author thinks would be beneficial for future diffusion modelling efforts.

HASIJA Sameer; PINKER Edial; SHUMSKY Robert A.

Abstract not available.

HAU Harald; PERESS Joel; MASSA Massimo

Traditional portfolio balance theory derives a downward-sloping currency demand function from limited international asset substitutability. Historically, this theory enjoyed little empirical support. We provide direct evidence by examining the exchange rate effect of a major redefinition of the MSCI global equity index in 2001 and 2002. The index redefinition implied large changes in the representation of different countries in the MSCI world index and therefore produced strong exogenous equity flows by index funds. Our event study reveals that countries with a relatively increasing equity representation experienced a relative currency appreciation upon announcement of the index change. Moreover, it shows that limits to arbitrage in one market have spillover effects on other markets.

HAU Harald; THUM Marcel

We examine evidence for a systematic underperformance among Germany’s state-owned banks in the current financial crisis and study if the bank losses can be traced to the quality of bank governance. For this purpose, we examine the biographical background of 593 supervisory board members in the 29 largest banks and find a pronounced difference in the finance and management experience of board representatives across private and state-owned banks. Measures of “boardroom competence” are then related directly to the magnitude of bank losses in the recent financial crisis. Our data confirms that supervisory board (in-)competence in finance is related to losses in the financial crisis. Improved bank governance is therefore a suitable policy objective to reduce bank fragility.
HENDERSON James; COOL Karel

This paper examines the link between the governance mechanisms to prevent supply chain opportunism and experience in negotiations. The analysis comes from data generated from an experiment based on the French Champagne industry. Results show that dyads where both parties have prior negotiation experience were better able to align a cooperative supply chain governance context with higher individual and joint outcomes. While dyads with asymmetric negotiation experience achieved more win-win outcomes than inexperienced dyads, their results still tended to be driven by the less experienced party.

IBARRA Herminia

Abstract not available.

KALRA Ajay; SOBERMAN David A.

Abstract not available.

KETS DE VRIES Manfred F. R.

This article is based on the responses of 160 senior executives to questions of what success means to them. Eight major categories of success emerged: family, wealth, work/career, recognition/fame, power, winning/overcoming challenges, friendships and meaning. Experiences of success depended on “intrinsic” or “external” validation, and the inner scripts that these executives had developed while growing up, which influenced their perceptions of success and how they experienced it. The qualities of focus, persistence, and self-mastery, among others, featured in the scripts of many successful people. The darker side of success was partly accounted for by what can be described as the “Faust Syndrome”, the melancholia that follows the sense of everything being completed. What the narratives of most of these executives illustrate is that success is a journey, not a destination.

KIM W. Chan; MAUBORGNE Renee

This article argues that there are two types of strategy: structuralist strategies, that assume that the operating environment is given, and reconstructionist strategies, that seek to shape the environment. In choosing which of the two is most appropriate for your organisation, you need to consider environmental attractiveness, the capabilities and resources you can call on, and whether your organisation has a strategic orientation for competing or for innovating. Whichever type of strategy is chosen, success will depend on creating an aligned set of strategy propositions targeted at three different sets of stakeholders: buyers, shareholders, and the people working for or with the organisation. Where the approaches diverge is in the nature of their proper alignment. Structuralist strategies require that the three propositions – the value, the profit, and the people propositions – focus on delivering either low cost or differentiation. Reconstructionist strategy propositions aim to deliver both.

LEE Gwendolyn; LIEBERMAN M.

Abstract not available.
Innovation outsourcing has become a widespread practice in R&D management. Managers on the ground wonder what project management practices are required for technology development with external providers: operationally, what should the R&D project manager do? The authors, from INSEAD and Siemens, examine 24 outsourced development projects at Siemens in order to identify success drivers. They find five common drivers across all innovation providers. For example, project-specific partner competence as well as maintaining in-house competence separate successes from failures. In addition, each innovation source has specific success drivers. These include managing expectations (customers tend to get carried away thinking they can sell the technology next month) and protecting one’s intellectual property in collaborations with competitors and start-ups. When a mature technology – rather than a novel technology – is outsourced, the success drivers shift from project issues to producibility and system compatibility.

**LOCH Christoph; CUI Zhijian; GROSSMANN Bernd; HE Ru**

**LUO Xiaowei Rose; DENG Lina**

Abstract not available.

**LUO Xiaowei Rose; KOPUT Ken; POWELL William**

Abstract not available.

**MAKRIDAKIS Spyros, HOGARTH Robin, GABA Anil**
*Think Lucky* *Strategy Magazine.* September 2009.

Abstract not available.

**MUKHERJEE Kanchan; HOGARTH Robin**

Abstract not available.

**PLASSMANN Hilke; RANGEL Antonio**
*rTMS Over the Right Dorsolateral Prefrontal Cortex Decreases Goal Values During Decision Making.* *European Journal of Neuroscience.* Forthcoming.

Several studies have found decision making related value signals in the dorsolateral prefrontal cortex (DLPFC). However, it is unknown whether the DLPFC plays a causal role in decision making, or if it implements computations that are correlated with valuations but that do not participate in the valuation process itself. We addressed this question by using repetitive transcranial magnetic stimulation (rTMS) while subjects were involved in an economic valuation task involving the consumption of real foods. We found that compared to a control condition, applying rTMS to the DLPFC caused a decrease in the values assigned to the stimuli. The results are consistent with the possibility that the DLPFC plays a causal role in the computation of goal values at the time of choice.
POLLOCK Timothy G.; CHEN Guoli; JACKSON Eric; HAMBRICK Donald C.

Young, unproven firms can signal their worthiness, or potential, through affiliations with various types of prestigious parties. Drawing from signalling theory, we present a formal consideration of the implications of multiple numbers and types of prestigious affiliates for IPO valuations. We argue that different types of prestigious affiliates – prestigious executives, directors, venture capital firms, and underwriters – convey different signals of IPO worth, depending on the extent to which they provide certification or substantive benefits. Based on a sample of 257 software IPOs, we find considerable support for our expectations. The benefits of prestigious executives and directors accumulate in a linear, more-is-better fashion; in contrast, the payoffs from VC and underwriter prestige accumulate in a curvilinear fashion. We discuss the theoretical implications of these findings and propose an agenda for future research.

RYU K.; YUCESAN Enver

In the absence of a clear command and control structure, a key challenge in supply chain management is the coordination and alignment of supply chain members who pursue divergent and often conflicting goals. The newsvendor model is typically used as a framework to quantify the cost of misalignment and to assess the impact of various coordination initiatives. The application of the newsvendor framework, however, requires the specification of some probability distribution for the sources of uncertainty, in particular, for the market demand. The specification of an adequate demand distribution becomes difficult in the absence of statistical data. We therefore consider a fuzzy approach to the newsvendor problem.

We use several fuzzy parameters in the model for the demand, the wholesale price, and the market sales price. We solve the fuzzy newsvendor problem to study three coordination policies: quantity discounts, profit sharing, and buyback. For each coordination policy, the optimal order quantity of the retailer is computed. The possible profits of the members in the supply chain are calculated with minimum sharing of private information. We further extend the fuzzy newsvendor model to a setting with a single manufacturer and multiple retailers under the assumption of ample capacity for the manufacturer. Detailed numerical examples are also provided.

SENGUL Metin; RANGAN Subramanian

Reflecting the greater salience of transaction hazards in cross-border flows of proprietary intangibles, internalisation has been central in MNE theory. This centrality notwithstanding, the fact is that internalisation coheres with lower-powered incentives, and carries a consequent if implicit drawback, viz., higher realised production costs. With the emergence and deployment of information and communication technology (ICT), modern MNEs are re-shaping their transnational governance to address this cost. The modern MNE uses ICT to mitigate transaction costs, and evolves more to arm’s length exchange to incentivise lower production costs. A testable prediction is that MNEs in industries more susceptible to and employing more ICT will exhibit reduced propensity for transnational integration. We examine this hypothesis using available data from 1982-1997 for US MNEs across all manufacturing sectors. Regression results and robustness tests are strongly congruent with the prediction. This study, a first to explore empirically the role of ICT in the evolution of transnational exchange, suggests that MNE theory, until now founded primarily on transaction cost economics and a cross-border control theory of value appropriation, is more likely to keep pace with developments in MNE practice by opening up to incentive theories of exchange governance and a cross-border coordination theory of value creation.

STEPHEN Andrew T. TOUBIA Olivier
Social commerce is an emerging trend in which online shops create referral hyperlinks to other shops in the same online marketplace. We study the evolution of a social commerce network in a large online marketplace. Our dataset starts before the birth of the network (at which points shops were not linked to one another) and includes the birth of the network. The network under study exhibits a typical power-law degree distribution. We empirically compare a set of edge formation mechanisms (including preferential attachment and triadic closure) that may explain the emergence of this property. Our results suggest that the evolution of the network and the emergence of its power-law degree distribution are better explained by a network evolution mechanism that relies on vertex attributes that are not based on the structure of the network. Specifically, our analysis suggests that the power-law degree distribution emerges because shops prefer to connect to shops with more diverse assortments, and assortment diversity follows a power-law distribution. Shops with more diverse assortments are more attractive to link to because they are more likely to bring traffic from consumers browsing the www. Therefore, our results also imply that social commerce networks should not be studied in isolation, but rather in the context of the broader network in which they are embedded (the www).

TSETLIN Ilia; MEZZETTI Claudio

An important characteristic of any offer is the deadline at which it expires. We consider an ultimatum deadline game in which the proposer’s decision variable is the offer deadline, while the responder faces a standard finite-horizon search problem. We show that the responder’s strategy is characterised by a shortest acceptable deadline: at the time of deadline, he accepts an offer if the deadline is longer than his shortest acceptable deadline and rejects it otherwise. If the proposer has all information available to the responder, the optimal deadline is the responder’s shortest acceptable deadline. If the proposer is uncertain about the responder’s situation, the optimal deadline gets longer, unless this uncertainty is very large. After normative analysis of the deadline setting problem, we present results from a behavioural study of the game. The average shortest acceptable deadline set by responders equals the one that would maximise the expected value, whereas proposers tend to set deadlines that are too short. The prescriptive conclusion for a proposer, emerging from the model and the experiment, is that in case of uncertainty it is better to set a deadline longer than what would be optimal if uncertainty were ignored.

TSETLIN Ilia; VAN ZANDT Timothy; PADMANABHAN V. (Paddy)
Setting Price or Quantity: Depends on What the Seller is more Uncertain About. Quantitative Marketing and Economics. Forthcoming.

We consider a seller with uncertain demand for its product. If the demand curve were certain, then setting price and setting quantity would be equivalent ways to frame the seller’s problem of choosing a profit-maximising point on its demand curve. With uncertain demand, these become distinct sales mechanisms. We distinguish between uncertainty about the market size and uncertainty about the consumers’ valuations. Our main results are that (i) for a given marginal cost, an increase in uncertainty about valuations favours setting quantity, whereas an increase in uncertainty about market size favours setting price; (ii) keeping demand uncertainty fixed, there is a non-monotonic relationship between marginal costs and the optimal selling mechanism (setting price or quantity); and (iii) in a bilateral monopoly channel setting, channel coordination occurs except for a conflict zone in which the retailer’s choice of a selling mechanism deviates from the coordinated channel selling mechanism.
TSETLIN Ilia; WINKLER Bob

An important challenge in multiattribute decision analysis is the choice of an appropriate functional form for the utility function. We show that if a decision maker prefers more of any attribute to less and prefers to combine good lotteries with bad, as opposed to combining good with good and bad with bad, her utility function should be a weighted average (a mixture) of multiattribute exponential utilities (mixex utility). In the single-attribute case, mixex utility satisfies properties typically thought to be desirable and encompasses most utility functions commonly used in decision analysis. In the multiattribute case, mixex utility implies aversion to any multivariate risk. Risk aversion with respect to any attribute decreases as that attribute increases. Under certain restrictions, such risk aversion also decreases as any other attribute increases and a multivariate one-switch property is satisfied. One of the strengths of mixex utility is its ability to represent cases where utility independence does not hold, but mixex utility can be consistent with mutual utility independence and take on a multilinear form. An example illustrates the fitting of mixex utility to preference assessments.

VAN OSSELAER Stijn M. J.; JANISZEWSKI Chris; SWELDENS Steven

Abstract not available.

VANNESTE Bart S.; PURANAM Phanish

Organisations interacting repeatedly on similar transactions may learn from prior experiences, allowing contracts to be specified in greater detail. In this study, we analyse the conditions under which this learning effect is most likely to manifest itself. We do this by focusing on different parts of a contract as well as differences across transacting parties. Using a survey of information technology procurement contracts from 788 Dutch small- and medium-sized enterprises, we show that the learning effect is stronger for technical than for legal detail in contracts and is stronger for firms with information technology expertise than for firms without such expertise.

WANG Heli; CHEN Wei-Ru

This paper extends the resource-based theory of the firm to examine the contingencies that either intensify or reduce the relationship between firm-specific innovation and value appropriation. Based on a large-scale analysis of a sample of US manufacturing firms, we found that greater innovation rents appropriation is associated with an increase in firm specificity of its innovative knowledge. However, the positive relationship between firm-specific innovations and firm value appropriation tends to decrease when the product or technology market is highly dynamic. Furthermore, under high environmental dynamism, firms should increase the diversity in their knowledge composition in order to mitigate the risk of value erosion associated with firm-specific innovations.

YUCESAN Enver; YOO T.; CHO H.

Abstract not available.

ZOTT Christoph; AMIT Raphael
ZOTT Christoph; AMIT Raphael

Abstract not available.

ZOTT Christoph; HUY Quy
How to Convince Skeptical Stakeholders: Display Symbols with Substance. IESE Insight. Forthcoming.

Abstract not available.
Chapters in Books

BRANNEN Mary Yoko
Generalizing from Ethnographic Research: A Focal Site/Multiple-Case Study Comparative Methods Approach in Rethinking the Case Study in International Business Research. Welch Catherine and Piekkari Rebecca. (eds.) Edward Elgar. Forthcoming

Abstract not available.

CARMON Ziv

Abstract not available.

CASANOVA Lourdes; ARRUDA Carlos; ALMEIDA Andre; PINEDO Erika

Abstract not available.

CASANOVA Lourdes; HOEBER Henning

Abstract not available.

COOL Karel; SCHENDEL Dan

The focus of this paper is on three major questions: (1) What is the theoretical rationale for the strategic group concept? (2) Does strategic group membership have performance implications? (3) Are strategic groups and membership in strategic groups stable characteristics of industries? A statistical procedure is proposed to longitudinally identify strategic groups. The empirical setting is the US pharmaceutical industry over the period 1963-82. While performance differences are found in terms of market share, profitability differences between groups are not observed. Nor are differences found in terms of risk and risk-adjusted performance. These results are attributed to the existence of performance variation within each strategic group. A dynamic model of competitive repositioning is proposed, which helps integrate the findings from the study.

EVANS Paul A. L.; BJÖRKMAN Ingmar; PUCIK Vladimir

In this chapter we discuss knowledge sharing in multinationals, arguing that it is facilitated by cross-unit social capital, organisational values of collaboration and sharing, and global mindsets. We also examine structural mechanisms and a range of HR practices that enhance knowledge sharing. We then assess how multinationals can access and retain external knowledge. In the final section we discuss the dualities involved in exploring existing knowledge and exploiting new knowledge.
FATAS Antonio; PRAKASH Kannan; PAU Rabanal; SCOTT Andrew

Abstract not available.

GATIGNON Hubert; BOWMAN Douglas

Abstract not available.

LOCH Christoph; KAVADIAS Stylianos

The discipline of project management has focused, since 1970, on the execution of projects, taking the mission and the strategic context as fixed and given. This narrow approach to projects, however, leads to project failures because strategy is often not given but emergent and ambiguous. This chapter offers methods to (a) align projects with expressed strategy and (b) use projects to articulate and modify strategies based on the learnings that emerge

MEZIAS Stephen J.

Abstract not available.

PUCIK Vladimir; BJÖRKMAN Ingmar; EVANS Paul A. L.; STAHL Guenter

The chapter reviews prior research dealing with integration processes in cross-border mergers and acquisitions and then considers the meaning and strategic logic of cultural integration. Major HRM challenges occurring at different stages of the M&A are discussed and implications are drawn for research and practice.

SWAAB Roderick
The Manager as Mediator in Mediation: Between science and methods. Maklu Uitgevers Forthcoming.

Abstract not available.

SWELDENS Steven

Abstract not available.
THOMAS David (eds.); BRANNEN Mary Yoko (eds.)

Abstract not available.

YOO T.; CHO H.; YUCESAN Enver
Enhancing the Effectiveness of Multi-Pass Scheduling through Optimization via Simulation in Intelligent Manufacturing and Supply Chain Management. Springer. Forthcoming.

Abstract not available.
ARIKAN Asli M.; CAPRON Laurence
Do Newly Public Acquirers Benefit or Suffer from their pre-IPO Affiliations with Underwriters and VCs?
INSEAD N° 2009/51/ST

We examine whether pre-IPO affiliations affect post-IPO corporate events, namely acquisitions. On the one hand, newly public acquirers may benefit from their pre-IPO affiliations through residual signalling value or/and resource-related benefits. On the other hand, newly-public acquirers may suffer from those affiliations when conflicts of interests arise during the post-IPO period. Equity underwriters may have an incentive to promote non-value-creating acquisitions (Type II error), and venture capitalists (VCs) may have an incentive to forgo strategically important acquisitions (Type I error). Drawing on a sample of 4,029 acquisitions made by 717 newly public firms, we find that the announcement of an acquisition by a newly public acquirer elicits a positive response from investors on average. The market views more favourably the acquisitions announced by newly public acquirers associated with prestigious equity underwriters, but this reaction becomes negative when the lead underwriter is retained as the acquisition advisor. The market reacts more favourably to acquisitions announced by VC-backed newly public acquirers, but only when those VCs are committed to a longer lockup period. The effects of pre-IPO affiliations on expected returns are stronger for newly public acquirers with a high intangible resource base and persist throughout the three-year post-IPO period (across each subsequent acquisition announcement).

DUTT Pushan; MIHOV Ilian
Stock Market Comovements and Industrial Structure
INSEAD N° 2009/55/EPS

We use monthly stock market indices for 58 countries to construct pairwise correlations of returns and explain these correlations with differences in the industrial structure across these countries. We find that countries with similar industries have stock markets that exhibit high correlation of returns. The results are robust to the inclusion of other regressors like differences in income per capita, stock market capitalisations, measures of institutions, as well as various fixed time, country and country-pair effects. We also find that differences in the structure of exports explain stock market correlations quite well. Our results are consistent with models in which the impact of each industry-specific shock is proportional to the share of this industry in the overall industrial output of the country. We also show that differences in production structures have higher explanatory power for segmented markets rather than for markets that are integrated.

FRANK Douglas
The Effect of Migration on Natives’ Employment Outcomes: Evidence from the Fall of the Berlin Wall
INSEAD N° 2009/54/ST revised version of 2007/43/ST

I study the impact of internal migration in Germany after the fall of the Berlin Wall on wages and employment in West German local labour markets. I use a novel strategy to control for the endogeneity of migrants’ destination choice, instrumenting observed migration with characteristics of the source region. I find a positive, but short-lived, effect on employment but no significant wage effects. Surprisingly, workers in occupations producing locally consumed goods and services were, if anything, relatively harmed by migration. This is contrary to what one would expect if the positive aggregate employment effects were driven by migrants’ consumption demand.

FRANK Douglas; OBLOJ Tomasz
Ability, Adverse Learning and Agency Costs: Evidence from Retail Banking
INSEAD N° 2009/56/ST revised version of 2009/17/ST

The literature on incentive contracting suggests that the optimal performance pay contract depends on a tradeoff between productivity and agency costs. The effect of employee ability on this tradeoff is theoretically ambiguous, as the employee’s private gains (through more sophisticated gaming responses) may exceed the employer’s productive benefits. Similarly, employees’ “adverse learning” about how to game their incentives may outweigh their productive learning. Existing research has not examined these possible perverse effects.
observe branch managers of a large retail bank following the introduction of a new incentive plan. We use a novel empirical strategy to estimate the profits the bank loses through managers’ manipulation of loan sizes and interest rates, and find that these agency costs are between 3% and 12% of profits on average. Managers’ formal education (“book smarts”) has no impact on agency costs, but their ability to infer undisclosed information about the incentive plan (“street smarts”) does. More able managers in the latter sense cost the bank an extra 2% of profits. Finally, agency costs are increasing over time, suggesting that adverse learning dominates productive learning. We find suggestive but inconclusive evidence that higher levels of “street smarts” are associated with a higher rate of adverse learning.

KAISER Kevin
The Value Creation Imperative: A User Guide for Managers in the New World
INSEAD N° 2009/53/FIN

Approximately 400 years ago, a new trend began which would eventually transfer the ownership of the world’s resources from the remarkably small number of individuals who owned them – primarily a few monarchs/dictators who were ruthless and brutal in their treatment of one another and of their people – to those very people who were so badly treated under those regimes. This shift required the development of the global capital market which was the mechanism through which the world’s people gradually acquired ownership of the world’s resources. The first publicly traded company was the Dutch Vereinigte Oostindische Compaignie (VOC), whose first shares were issued on September 27, 1606. Even now, we are still in the early stages of this transition although well over a billion people already own the world’s resources through publicly traded companies’ shares and debts, and publicly traded banks and financial institutions via direct investment or indirect investment through mutual funds, pension funds, etc. Why has this shift occurred? How has it occurred? Who helped it to occur? What are the implications for the managers of the world’s companies? In order to better understand the nature and implications of this transition it is important to understand who is behind it and why it is happening. As the people of the world, we do not decide to take ownership simply to realise the benefits of ownership. To understand the forces behind this, we need to consider the roles of the various participants.

SINGH Jasjit; HANSEN Morten; PODOLNY Joel M.
The World is not Small for Everyone: Inequity in Searching for Knowledge in Organizations
INSEAD N° 2009/49/ST/EFE revised version of 2008/61/OB/ST

We explore why some employees may be at a disadvantage in searching for information in large complex organisations. The “small world” argument in social network theory emphasises that people are, on average, only a few connections away from the information they seek. However, we argue that such a network structure may benefit some people more than others. Specifically, some employees may have longer search paths in locating and accessing knowledge in an organisation – their world may be large. We theorise that this disadvantage is the result of more than just an inferior network position. Instead, two mechanisms – homophily and periphery status – jointly operate to aggravate the inefficiency of search for knowledge. Employees who belong to the periphery of an organisation by virtue of being of minority gender, lower tenure or poor connectedness to experts have limited awareness of who knows what in an organisation and a lower ability to seek help from others best suited to guide the search. When they start a search chain, they are likely to engage in homophilous search by contacting colleagues like themselves, thus contacting others who also belong to the periphery. To search effectively, employees on the periphery need to engage in heterophilous search behaviours by crossing social boundaries. We find support for these arguments in a network field experiment consisting of 381 unfolding search chains in a large multinational professional services firm. The framework helps explain employees’ unequal pathways to the knowledge they seek, a poorly understood yet important type of organisational inequity in an information economy.
SOSA Manuel

Why Do We Rework? Organizational Dyadic Interactions and Design Rework in Software Development
INSEAD N° 2009/50/TOM

Rework is the (full or partial) repetition of tasks due to newly available information. Actors engage in design rework when they realise that previously made assumptions were incorrect and certain corrective action needs to be taken. We study rework at the dyadic level: What characterises organisational dyadic interactions that make one realise the need to carry out rework? We investigate how knowledge and social network attributes of dyadic interactions trigger the realisation of the need to rework. Hypotheses are tested in a sociometric study conducted within the development department of a software company.

STEPHEN Andrew T.; GALAK Jeff

The Complementary Roles of Traditional and Social Media in Driving Marketing Performance
INSEAD N° 2009/52/MKT

The media landscape has dramatically changed over the past decade, with traditional media (e.g., newspapers, television) now supplemented by social media (e.g., blogs, discussion forums). This new media landscape is not well understood with respect to (i) the joint impacts of traditional and social media on marketing performance (e.g., sales), (ii) how these media types influence one another, and (iii) the mechanisms through which they affect marketing outcomes. These issues are examined via 14 months of daily performance data and media activity for a microfinance website. The authors find that both traditional and social media have strong effects on marketing performance, although a single unit of social media has a much smaller effect than a single unit of traditional media. However, because social media is created in larger volumes than traditional media, it has a sizeable effect on performance (i.e., social media is high-volume, low-margin, whereas traditional media is low-volume, high-margin). Furthermore, social media acts as a broker of information flow in an informal network comprising traditional and social media outlets.
Case Studies

CARRICK Anne-Marie; SANTOS Filipe
Social vs. Commercial Enterprise: The Compartamos Debate and the Battle for the Soul of Microfinance

The Mexican microfinance bank Compartamos Banco took the industry by surprise in 2007 with a successful IPO that valued the bank at more than US$1 billion. Although it was not the first listing of a microfinance organisation, the 10,000% rate of return for the initial investors and managers created controversy as many believed that these returns were possible because of the high interest rates charged to poor borrowers. This controversy divided the microfinance industry and still rages today. The case tells the story of Compartamos and its IPO, and outlines the different arguments from both sides, setting the scene for a lively debate-style session.

Pedagogical Objectives:
The case uses the Compartamos debate as a basis to discuss the effectiveness of social vs. commercial enterprise models in addressing societal problems on a global scale. Based on the case, students are asked to take a position on the following: “Do you believe that the most effective way to alleviate poverty on a global scale is to increasingly transform microfinance into a commercial proposition or to maintain the social mission that characterised microfinance’s origins?” “What central arguments support your position?” The debate style structure suggested for the session will enable students to questions their beliefs about business and explore the mechanisms and processes of value creation in society.

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FRANK Douglas
Continental Airlines: The Go Forward Plan

In 1994, CEO Gordon Bethune inherited an airline on the brink of its third bankruptcy. The case describes his turnaround plan, focusing on (a) the goal to dramatically improve on-time performance, and (b) the team-based bonus he believed would convince his cynical and demotivated employees to execute the plan.

Pedagogical Objectives:
(1) Illustrate a group incentive system, one that ties a financial reward to a measure of group, rather than individual, performance; (2) introduce the concepts of “implicit”, or “relational”, contracts and basic game theory tools for analysing these contracts; (3) illustrate links between cultural/communication initiatives and formal incentives.

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KETS DE VRIES Manfred F. R.; ABDON Ebba; ENGELLAU Elisabet; FLORENT-TREACY Elizabeth; GUILLEN Laura; MARMENOUT Katty
Fatima Al Jaber and Al Jaber Group: Traditions and transitions in a United Arab Emirates Family Enterprise

Case Writers: Abdon Ebba; Elisabet Engellau; Guillen Laura

Very little has been written about women business leaders in the Middle East. Fatima Al Jaber is the Chief Operating Officer of a multibillion-dollar family-owned company in Abu Dhabi. The case traces her personal history, highlights the challenges faced by family businesses in the region, and focuses on the distinctive strengths and leadership styles of Muslim businesswomen. The case will prompt discussion about work-life balance, the significance of culture, and the traditional and transitional roles and responsibilities of women in a rapidly evolving geopolitical context. It can also be used more broadly to compare leadership and gender in Western cultures to more traditional Middle Eastern cultures.
Pedagogical Objectives:
The primary purpose of this case is to provide an introduction to the Middle East and an overview of the issues and challenges faced by working women as they seek to reconcile traditional values with professional demands and obligations. The context of the case includes family business issues, and individual and organisational life cycle transitions. The case can be used with different audiences: I. Students or executives familiar with or living in the Middle East (a) A discussion of the importance of family values (b) The influence of culture on organisations (c) Life cycle transitions and succession and the relevance of gender (d) Decisions/action in the public sphere (face-saving and social constraints) II. Students or executives not familiar with the Middle East (a) Introducing the region, breaking down stereotypes, finding commonalities (b) Exploring family business issues and challenges in a traditional context

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ORSATO Renato; HEMNE Sophie; VAN WASSENHOVE Luk
Mobility Innovation for a Better Place

In 2007, Shai Agassi raised $200 million to launch Better Place. By deploying a network of charge spots, switch stations and systems that optimised the use of electric vehicles (EV), the company had the potential to become a major player in the transport industry. To succeed, however, it had to overcome major implementation challenges, among them the need to achieve a minimum level of standardisation for the interface between vehicles and the recharging grid, and the continuous need to finance its market expansion.

Pedagogical Objectives:
The case allows students to explore how an innovative business model has the potential to create new market space and reduce environmental impacts; the emergence of cross-industry reconfigurations for a low-carbon economy; the commercial risks of sustainability-driven business in the realm of transportation.

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PEDRAZA MARTINEZ Alfonso; STAPLETON Orla; VAN WASSENHOVE Luk; ESTRADA MEJIA Catalina
The Armenia Earthquake: Grinding out Effective Disaster Response in Colombia’s Coffee Region
Case Writers: Pedraza Martinez Alfonso; Estrada Mejia Catalina

This case describes the relief supply chain in the initial 72 hours following a large-scale natural disaster. Taking the earthquake in Armenia as an example, we use the Fritz Institute Framework, published in 2005, to draw a parallel between two response systems: the Colombian government response and the National Society of the Red Cross, part of the Red Cross movement based in Geneva.

Pedagogical Objectives:
The main objective of this case is to show the complexity of relief operations during the response to large-scale disasters using a supply chain approach. It also shows the effect of problems with coordination and information dissemination on relief operations during the first week of response after the quake.

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SANTOS Filipe; KAYSER Olivier

CDI (B)

Case Writer: Kayser Olivier

Case (B) continues CDI’s story and presents the challenges that Rodrigo and his team faced in 2008 and are still dealing with at present. There are now 80,000 privately run cybercafés and 6,000 government Telecentros in Brazil. The CDI team needs to develop new mechanisms for improving the sustainability of the CDI network and empowering the network members. They also need to rethink CDI’s added value to society in the context of an increasingly crowded market with competing solutions.

Pedagogical Objectives:
The key goal is to help students understand how to apply the concept of strategy to a social sector organisation. The learning applies to any values-based organisation that needs to identify its distinctive assets and capabilities for the strategy-making process. The take-away is how to redefine the market positioning and adopt measures that reinforce the organisation’s distinctive assets and avoid erosion of its core values. Secondary goals are to redefine a mission to avoid overlap with government and private-sector programmes (Case B), develop sensitivity to the need to use financial and accounting information for the strategy development process in social-oriented organisations, and discuss social entrepreneurship challenges (business model innovation, scaling up strategy).

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Also Available: Case A published in June 2009

STAPLETON Orla; PEDRAZA MARTINEZ Alfonso; VAN WASSENHOVE Luk

Fleet Care: Servicising in the Humanitarian World

Case Writer: Pedraza Martinez Alfonso

Denmark-based Kjaer Group had supplied vehicles and services to humanitarian fleets since 1977. In 2005, in an effort to differentiate their value proposition from that of other suppliers to the sector, they devised an integral fleet management solution, thereby moving from a product- to a service-based offering (servicising) for their customers. This case looks at the key issues involved in making such a transition in an atypical context. Challenges for Kjaer Group included pinpointing humanitarian organisations’ real needs, identifying who within the client organisations had decision-making authority to implement the solution, and overcoming the traditional suspicion felt by humanitarians towards the private sector.

Pedagogical Objectives:
a) To demonstrate how servicing can be a valuable option for a firm faced with saturation of their core market (Sawhney, Balasubramanian, Krishnan, 2004) b) To highlight the difficulties involved in accurately assessing the needs of the humanitarian sector c) To explore the main customer-related challenges as the firm makes the transition from a product- to a service-based offering d) To examine the challenges in securing the uptake of a new concept (servicising) by a known but unfamiliar sector.

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WALTER Ingo

Insuring the Poor: Bajaj Allianz Microinsurance Initiatives in India

This case deals with a joint venture in microinsurance in India between a leading global insurer, Allianz SE, and an Indian conglomerate, the Bajaj Group – part of a broader commercial centre in the Indian life and nonlife insurance sector. The Bajaj-Allianz joint venture is, in turn, engaged in joint ventures in the microinsurance sector with NGOs (notably CARE) and a leading microfinance institution, SKS, both designed to reduce the cost of microinsurance distribution and expand the size of the insurance pool. The case discusses the microinsurance industry and its role in improving the lives of the poor, problems of microinsurance underwriting and distribution, and the role of microinsurance in the strategies of the various parties involved.
Pedagogical Objectives:
The purpose of the case is to introduce students to microinsurance as a tool for economic development and poverty alleviation. Microfinance is by now quite well understood; microinsurance is not. Hence, the challenge is how microinsurance can be effectively constructed and distributed given the small policies involved, high distribution and claims settlement costs, and the need for joint ventures in dealing with both of these issues. A key question is whether microinsurance can represent a potentially viable business line (doing well by going good), for example, by migrating microinsurance clients into viable commercial insurance clients. A second key issue is the impact of microinsurance ventures (such as those described in the case) on Allianz SE’s corporate social responsibility profile.

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ZEISBERGER Claudia; FALCAO Horacio; GEHLEN Claudia
Turning an Elephant into a Cheetah: The Turnaround of Indian Railways
Case Writer: Claudia Gehlen

The case describes the transformation of Indian Railways, the world’s largest employer with over 1.4 million employees, from near-bankruptcy to a profitable and viable business. We follow Sudhir Kumar, Officer on Special Duty to the Minister of Railways, as he deals with the various constituencies in this highly successful turnaround of a government-run institution.

Pedagogical Objectives:
The main objective of this case is to highlight the importance of managing stakeholders in a turnaround process and delivering results in a highly political environment.

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Seminars/Workshops

INSEAD Research Seminars

Accounting and Control Research Seminar Series
For further details, please contact Isabelle Seyrig (Ext. 4-9204).


22 September 2009  Presentation by Reuven Lehavy entitled: Joint HEC/INSEAD - The Effect of Firms’ Communication Complexity on Analyst Following and the Properties of Their Earnings Forecasts.

Decision Sciences Research Seminar Series
For further details, please contact Melissa Wojciechowski (Ext. 4-9296).

30 October 2009  Presentation by Elise Payzan entitled: Decision Making in Nonstationary Environments: An Experimental Study of Human Adaptation

Economics and Political Science Research Seminar Series
For further details, please contact Laurence Bonnefot (Ext. 83429).


Entrepreneurship and Family Enterprise Research Seminar Series
For further details, please contact Jayne Brocklehurst (Ext. 4-4532).

28 September 2009  Presentation by Xiaowei Rose Luo entitled: What Affects Corporate Donation as a Response to Natural Disasters?

Finance Research Seminar Series
For further details, please contact Marianne Le Moign (Ext. 4-9336).


9 October 2009  Presentation by Harrison G. Hong entitled: The Economics of Socially Responsible Investing.

2 October 2009  Presentation by Jan Schneider entitled: Liquidity and Expected Returns in a Multi-Factor Asset Pricing Model.

18 September 2009  Presentation by Robin Greenwood entitled: *Catering to Characteristics.*

**INSEAD Social Innovation Centre Research Seminar Series**  
For further details, please contact Stéphanie Paillé (Ext. 4-4291).

4 September 2009  Presentation by David M. Lawrence entitled: *Workshop Health Care: The Battles Underway That Will Shape the Future.*

**Marketing Research Seminar Series**  
For further details, please contact Suzanne Sellier Di Sano (Ext. 4-4248).

19 October 2009  Presentation by Philip M. Parker entitled: *An International and Cross-Cultural Research Platform.*

11 September 2009  Presentation by Peter Pal Zubcsek entitled: *Direct Marketing on a Social Network.*

4 September 2009  Presentation by Nailya Ordabayeva entitled: *Inequality, Status, and Consumption.*

**Organisational Behaviour Research Seminar Series**  
For further details, please contact Alexandra Cappado (Ext. 83370).


26 October 2009  Presentation by Stoyan Sgoureva entitled: *Appraising the Time Clocks of Risk and Innovation: A Premiere or an Encore?*


10 September 2009  Presentation by Mark Mortensen entitled: *The role of first-hand experience: Direct and reflected knowledge in cultivating cross-site global collaboration.*

**Strategy Research Seminar Series**  
For further details, please contact Cristelle Meriel (Ext. 83645).


14 September 2009  Presentation by Peter Zemsky entitled: *Value Creation and Value Capture with Frictions.*
Technology and Operations Management Research Seminar Series
For further details, please contact Corinne Covalet (Ext. 4-4295).


7 October 2009  Presentation by Robert A. Shumsky entitled: *Outsourcing Two-Level Service Processes.*


14 September 2009  Presentation by Abraham Seidmann entitled: *Advances in Information Technology and Clinical Operations in Diagnostic Medical Imaging*

Joint Research Seminar: Finance/Economics and Political Science
For further details, please contact Marianne Le Moign (Ext. 4-9336).

30 October 2009  Presentation by Antoinette Schoar entitled: *The Importance of Hold-up in Contracting: Evidence from a Field Experiment.*

Joint Research Seminar: Finance / Economics and Political Science / Entrepreneurship and family Enterprise
For further details, please contact Marianne Le Moign (Ext. 4-9336).

16 October 2009  Presentation by Yupana Wiwattanakantang entitled: *Adoptive Expectations: Rising Sons in Japanese Family Firms.*
## Brown Bag Seminars

### Entrepreneurship and Family Enterprise Brown Bag Seminar Series
For further details, please contact Cindy Tan (Ext. 4-5410).

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<tr>
<td>12 October 2009</td>
<td>Henrich Greve</td>
<td>Greener Pastures: Outside Options and Strategic Alliance Withdrawal.</td>
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### Finance Brown Bag Seminar Series
For further details, please contact Cindy Tan (Ext. 4-5410).

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<tr>
<td>9 October 2009</td>
<td>Lily Hua Fang</td>
<td>What do we know about private equity? Insights from Research.</td>
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### INSEAD Leadership Initiative Brown Bag Seminar Series
For further details, please contact Camille Cadel (Ext. 4-4817).

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<tr>
<td>26 October 2009</td>
<td>Francesca Gino</td>
<td>How Bad Apples Can Motivate Ethical or Unethical Behaviour</td>
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### Strategy Brown Bag Seminar Series
For further details, please contact Cristelle Meriel (Ext. 83645).

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<tr>
<td>29 September 2009</td>
<td>Robert Emerson</td>
<td>Franchisees Without Counsel: Presumed Competent?</td>
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<td>22 September 2009</td>
<td>Andrew Shipilov</td>
<td>Inter-Departmental Boundaries and the Transferability of Ties Across Networks.</td>
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Off-Campus Conference Attendances


NETESSINE Serguei: INFORMS Conference (9 - 14 October 2009: San Diego, USA). Papers presented: Drivers of Sales and Satisfaction in a Fast Food Restaurant; Is Tom Cruise Threatened? Empirical Examination the Long Tail of Electronic Commerce; On the Link Between Joint Inventory/Sales Dynamics and Financial Performance; Revenue Management with Strategic Customers: Last Minute Selling and Opaque Selling; Robust Newsvendor Competition under Asymmetric Information.


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