

THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

Departmental Research Seminar



When Autonomy Fails but Love Avails: The Impact of Terrorist Attacks on Employee-related CSR By

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INSEAD

Date : 24 Jan 2024 (WED)

Time : 2:30 – 4 pm

Venue : M802

Abstract

This study argues that terrorist attacks in firms' embedded communities increase leaders' inclination to enhance employee-related corporate social responsibility (CSR). This response is contingent on corporate culture and leadership; while corporate culture of companionate love strengthens the impact, CEO autonomous leadership weakens it. Using a sample of S&P 1,500 firms from 2008 to 2018 and terrorist attacks with fatalities in the U.S., our analysis provides strong support for our hypotheses. Additionally, we find high-tech firms benefit from enhanced employee-related CSR, exhibiting a weaker decline in post-attack performance. Overall, our study contributes to employee governance literature by revealing the situations and mechanisms that trigger improvements in employee-related CSR and the performance implications thereof.

Prof. Guoli Chen is a Professor of Strategy, Mubadala Chair in Corporate Governance and Strategy at INSEAD. He teaches Competitive Strategy, Blue Ocean Strategy, Corporate Strategy, China Strategy, Corporate Governance and Incentive Design to MBA, EMBA PhD and Executive participants.

Prof. Chen received his Ph.D. in strategic management from the Pennsylvania State University. His research focuses on the influence of top executives, boards of directors, and human capital on strategic choices and organizational outcomes, as well as the dynamics in CEO-board relationships and corporate governance. He is also interested in organizational growth, renewal, sustainability, and corporate development activities, such as M&As, IPOs, globalization and innovation. His work has been published in top academic journals including *Administrative Science Quarterly*, *Academy of Management Journal*, *Management Science*, *Organization Science*, *Strategic Management Journal* and among others. His articles and opinions also appear in newspapers and magazines, such as *Barron's*, *Bloomberg*, *Business Times*, *CFO*, *Channel News Asia*, *China Daily*, *Financial Times*, *Forbes*, *Harvard Business Review (online)*, *Jakarta Post*, *South China Morning Post*, *Washington Post* etc.

Prof. Chen served as various leadership positions at Corporate Strategy, Strategic Leadership and Governance Interest Groups of Strategic Management Society, Research and Executive committee member for the Academy of Management's STR division. He also served as a senior editor of *Organization Science*, *Management and Organization Review*, and contributing editor of *Strategy Science*. Guoli published several best-selling cases on Chinese companies, such as "Huawei's smartphone strategy", "Uber vs. Didi", "Shein vs Zara". He was recognized as The Case Centre's Top 50 Bestselling Case Authors. His recent book "*Seeing the Unseen: Behind Chinese Tech Giants' Global Venturing*" studies how Chinese internet firms innovate and grow, their strategic mindsets, and challenges faced in overseas markets.

Prof. Chen has won the Strategic Management Society Emerging Scholar Award, one of the most prestigious awards in the field of Strategic Management, and Singapore's Most Influential Business Professors aged 40.

All interested are welcome.



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