

A . PERSONAL DATA

Name Shuming Zhao
Nationality Chinese
Sex Male
Birth Date December 15, 1952
Birth Place Haiian County, Jiangsu Province, PRC
Family Status Married with one child
Current Positions Nanjing University Senior Distingusihed Professor and Honorary Dean



B. EDUCATION BACKGROUND

Post-doctoral Fellow	College of Business, Florida Atlantic University, USA	1990-1991
Ph.D.	Higher Education Administration and Human Resource Management, The Claremont Graduate University, California, USA	May 12, 1990 (1987-1990)
M.A.	Linguistics and Education, The Claremont Graduate University, Claremont, California, USA	May 14, 1983 (1982-1983)
Visiting Scholar	American Language and Culture, Pomona College, USA	March 1, 1981- July 30, 1982
B.A.	English Language and literature, Nanjing University, PRC	1977 (1974-1977)

C. ACADEMIC AND PROFESSIONAL POSITIONS

1. Senior Distinguished Professor, Honorary Dean and Ph.D. Advisor, School of Business, Nanjing University
2. Review Committee Member, National Natural Science Foundation of China for Management Sciences
3. Review Committee Member, National Social Sciences Research Project Review Committee
4. Vice Chairman, Guidance Committee for National Business Degree Programs of the Ministry of Education
5. Committee Member, National MBA Education Steering Committee
6. Director, Institute of Human Resource Management Strategy, Nanjing University
7. President, Jiangsu Provincial Human Resources Association
8. Vice President, Jiangsu Provincial Enterprises Association & Entrepreneur Association
9. Vice President, China Academy of Management
10. Vice President, China National Human Resource Association
11. Editorial Board Member, Asia Pacific Journal of Human Resources, Australia
12. Editorial Board Member, The Journal of Industrial Relations, Australia
13. Editorial Board, Advances in Competitiveness Research, USA
14. Founding Co-editor, International Journal of Cross-cultural Management, UK
15. Editorial Board Member, International Journal of Human Resource Management UK
16. Editorial Board Member, Asia Pacific Business Review, UK
17. Editorial Board Member, Management and Organization Review, USA
18. Editorian Board Member, Evidence-based HRM (EBHRM) , UK
19. Third President of International Association for Chinese Management Research (IACMR)
20. Independent Director, MFC Bancorp Ltd.
21. Independent Director, Daqo New Energy Co. Ltd. (NYSE: DQ)
22. Distinguished Visiting Professor, University of Missouri-St. Louis, USA
23. Distinguished Visiting Professor, Katz Graduate School of Business, University of Pittsburgh, USA
24. Honorary President, Hunan Human Resource Management Association
25. Visiting Professor, Peter Drucker Graduate School of Management, Claremont Graduate University, USA

D. WORKING EXPERIENCE

July 2017-Present

Senior Distiguated Professor of Nanjing Univresity

October 2014-Present	Humanities and Social Sciences, China Distinguished Visiting Professor, Katz Graduate School of Business, University of Pittsburgh, USA
June 2014-present	Distinguished Visiting Professor, University of Missouri-St. Louis, USA
September 2012-Present	Nanjing University Chair Professor
September 2011-Present	Honorary Dean, School of Business, Nanjing University
August 2010	Visiting Professor, School of Business, Robert Morris University, USA, teaching “Global HRM” to HR graduate students
February 2010-2012	Every February Visiting Professor, Faculty of Business and Law, The University of Newcastle, Australia, teaching “Global HRM” to MBA students
Summers 2006-2014	Every Summer Visiting Professor, School of Business, University of Missouri-St. Louis, USA, teaching “Global HRM” to MBA students
November 2005-August 2011	Visiting Professor, Faculty of Business and Law, Auckland University of Technology
June 2003-August 2003	Visiting Professor, School of Business, University of Missouri-St. Louis, USA
August 2002-July 2006	Dean of Graduate Studies, Macau University of Science and Technology
February 2001	Visiting Professor, Claremont Graduate University, USA
Every March & Summer 1998-2002	Clinical Professor, Marshall School of Business, University of Southern California, USA
November 1997-July 2011	Dean, School of Business, Nanjing University
Summer 1997	Visiting Professor, School of Business, Bond University, Australia
Summer 1996	Visiting Professor, Marshall School of Business, University of Southern California
July 1995 - August 1996	Acting Dean, School of Business, Nanjing University
Summer 1995	Visiting Professor, School of Business Administration, the University of Missouri - St. Louis, USA
Summer 1994	Visiting Professor, College of Business, Economics & Management, the University of Southern Maine, Portland, USA
Summer 1993	Visiting Professor, Faculty of Administrative Studies, York University and Faculty of Management, the University of Toronto, Canada
February 1993-Present	Professor, School of Business, Nanjing University

Feb. 1993 - Sept. 1994	Assistant to the President, Nanjing University
Summer 1992	Visiting Professor, Pacific Asian Management Institute, College of Business, the University of Hawaii at Manoa, USA
December 1991	Associate Dean & Associate Professor, School of Business, Nanjing University, PRC
Summer 1991	Visiting Professor, Meinders School of Business, Oklahoma City University, Oklahoma, USA
1990-1991	Visiting Professor and Post-doctoral Fellow, College of Business, Florida Atlantic University, Florida, USA
Summer 1990	Visiting Professor, Whitworth College, Spokane, Washington, USA
1987-1991	Assistant to the President of Nanjing University for International Exchange Programs in the United States, Nanjing, PRC
1988-1990	Assistant to the Student Deans' Committee of six Claremont Colleges, California, USA
1985-1987	Executive Director, Dept. of Foreign Affairs and Assistant Professor, Dept. of Foreign Languages and Literature, Nanjing University
Jan.-June, 1986	Resident Director for Pomona College Program at Nanjing University
1984-1985	Director, Office of International Exchange Programs, Nanjing University, English Editor, Journal of Nanjing University and Lecturer, Dept. of Foreign Languages and Literature, Nanjing University
1983-1984	Associate Director, Office of International Exchange Programs, and Lecturer, Dept. of Foreign Languages and Literature, Nanjing University
1981-1982	Intern/Assistant to the President, Pomona College, Claremont, California
1977-1981	Associate, Office of Foreign Affairs, Nanjing University and Teaching Assistant, Dept. of Foreign Languages and Literature, Nanjing University
1970-1974	Manager for Farm Production, Qiwan Brigade (a population of 1,500 people), Haiian County, Jiangsu Province, PRC

E. ACADEMIC AREAS

1. Human Resource Management

2. International Management/Multinational Corporations (MNC)

F. COURSES TAUGHT OR TEACHING

Doctoral Seminars	Comparative Studies on Chinese and Foreign Management Theories and Practices	<i>Fall</i>
	Human Resources Management: International Comparative Perspectives	<i>Spring</i>
Graduate/MBA Courses	Global Human Resources Management	Offered in English
	Organizational Behavior	Offered in English
	Human Resources Management and Development	
Undergraduate Courses	Human Resources Management and Development	

G. RESEARCH ACTIVITIES

Dr. Shuming Zhao received his B.A. degree in English Language and Literature from Nanjing University in 1977; He began to study in the United States on March 1, 1981, and received his M.A degree from the Claremont Graduate University in California in 1983. In 1987, he went back to the Claremont Graduate University to study in the Ph.D. program and received his doctoral degree in Higher Education Administration and Human Resource Management in 1990. Then, he conducted research as a post-doctoral fellow in the college of Business of the Florida Atlantic University from 1990 to 1991. In May 1991, Dr. Zhao declined offers from several universities in the United States and came back to his motherland and Alma Mater, starting his career as an educator and researcher.

Human Resource Management is Dr. Zhao's major field of study. It emerged as an academic discipline in the United States in the early 1980s and it is at the forefront of management science in China. In the early 1990s, many people in China, whether from government or industry, often mistook "human resource management" as "personnel management", and very few researchers had never heard of the term of "human resource management". Dr. Zhao felt the urgent need to systematically study the theories and methods of human resource management in the Western countries. He published his book *International Business, Human Resource Management* in 1992 to introduce the latest research findings and development trends in human resource management in the developed countries. The book was characterized by its clear conceptualization, rich bibliography, comprehensive theoretical framework, and creative viewpoints. Until today, it is still a must-have reference book for human resource management researchers in China. Nanjing

University and the State Education Commission voted it as the best textbook.

Dr. Zhao's another major field of study is multinational corporation management. In the early 1990s, research in this field did almost not exist in China. Dr. Zhao had explored the topic in depth when he was a post-doctoral fellow in the United States. He came back to China in the year when a unified European market began to operate. He keenly sensed the effect of this change on the Chinese Economy, and wrote a paper entitled "European Unified Market and Chinese Multinational Business Management". The paper analyzed the issue and had important policy implications for Chinese government and enterprises. It was awarded the first prize by the Chinese Central Decision Making Center. With the mission to facilitating the development of multinational corporations in China, Dr. Zhao organized the first International Symposium on Multinational Business in Nanjing in 1992. Since then, another seven symposia on multinational business have been held. The Eighth International Symposium on Multinational Business Management--The Impact of Global Economic Integration and Information Networking on Sustainable Corporate Development was successfully held in Nanjing in June 2014. It attracted over 350 participants from all over the world, including Noble Laureate in Economics and CEOs from multinational firms. The symposium had broad and long lasting impact in both academia and industry.

Both human resource management and multinational corporation management are relatively new and at the forefront of management sciences. For researchers, the most difficult task is to establish theoretical framework. Since 1993, Dr. Zhao has focused his effort on this key issue. After two years of extensive research, he completed his book *Human Resource management for Chinese Enterprises*. The book examined human resource policies at macro-level as well as human resource activities at micro-level. His peers acclaimed it as a groundbreaking achievement. Compared to human resource management, multinational corporation management is more complicated; it involves every aspect of business administration. Dr. Zhao adopted an innovative approach. He led a group of scholars and entrepreneurs, conducted comprehensive studies and published a series of books. The series covered not only theories, but also practices of multinational corporation management. Dr. Zhao laid out the theoretical framework for the whole series and tackled three difficult issues: human resource management, cross cultural management, and risk management. This series have been used as textbooks for training and as reference books for researchers.

Since 1995, Professor Zhao has devoted his energy to the study Human Resource Management Model of Chinese Enterprises and Cross-Cultural Management of Multinational Corporations. The former is an urgent task in the implementation of scientific management in the state-owned enterprises; the latter is a main issue in the success of multinational corporation management. Dr. Zhao applied for and secured funding for two research projects: "Research on Human Resources Development and Management in the Process of the Internationalizing China's Enterprises," funded by the National Natural Science Foundation of China; and "Utilization and Development of Human Resource Management in the Chinese Large and Medium State-owned Corporation," funded by the

former State Education Commission. He developed a scientific method called “human resource index analysis” for his research to ensure the quality of his research results. He and his doctoral students conducted field studies in over one hundred companies all over China. Through the investigation, he found that the human resource management is crucial for the revival of state-owned companies. It is imperative for the leaders of these companies to recognize the importance of human capital, adjust existing human resource policies in order to reach the potential of human capital. The experts who attended the project review meeting pointed out that a study on such a large scale was unprecedented in China and its findings had significant policy implications. The research findings were later published in his book *Human Resource Management and Development in Enterprises: an International Comparison* (People’s Press, 1999). In the meantime, Professor Zhao conducted research on cross-cultural management. In 1995, he published a book entitled *East-West Cultures and Business Management*. In 1996, he presented his paper *Challenges for Foreign Corporations in China: Cultural Differences and Cross-Cultural Management* in the Second International symposium on Multinational Business Management in Nanjing. Some foreign experts confirmed that Dr. Zhao’s research level is comparable with their Western peers.

The end of 1990s has taken a great leap on the study of human resources among the Chinese scholars compared with the early 1990s. With much more research from different angles on the management of HR conducted in the academic field and enterprisers’ transformation in the understanding of HR, HRM has achieved much progress. However, from the beginning of the early 1990s, developed countries diverted to a strategic management of HR---to enhance the flexibility and innovation of an enterprise by maintaining a dynamic and balanced harmony within the enterprise between its management of HR, developing policy along with strategy and its external environment, marketing strategy as well as organizing structure. This tendency did not aroused enough emphasis from the Chinese academic circle, nor has any specific research been made as to the strategic management of HR in China. Professor Zhao, however, took up the research project on the management strategies in Chinese enterprises under the support of National Natural Science Foundation after finishing his research on the management of HR in the globalization of Chinese enterprises. Any insiders would agree that it is a rather tough and complicated subject. Up till now, no systematic theory and effective methodology has been worked out at the international level and it is quite difficult to have an accurate understanding of it because of the presence of so many dynamic and interrelated connections of the exterior environment, marketing strategy and organizing structure to the management of HR. What is more, Chinese enterprises are just on its way of reform, which makes the standard study and research difficult. Despite all the challenges, Prof. Zhao who has been always engaging in pioneering and innovative work, made his initiative and published his major findings in *Research on Human Resource Management Strategy of Chinese Enterprise Groups* (Nanjing University Press, 2003)

Since early 1998, “knowledge economy” has been deeply rooted among the Chinese people and become a frequently used term. In fact, knowledge economy is at the frontier in

both China and the U.S. with little delicate research made. As a pioneering international scholar, Prof. Zhao noted this fresh subject and has worked on it by using the time during his lecture tour to the United States every year. His study avoided the traditional pattern of thought. He holds that knowledge economy is an innovative economy by nature in which intellectuals play a critical role in the survival and competition of an organization. Therefore, it will be a pressing task for enterprisers today to develop and manage intellectuals properly.

Prof. Zhao published his article entitled “Management of HR in Knowledge-based Enterprise” in “Xinhua Daily” in September, 1998. It clarified the particularity of the management and development of HR in knowledge-based enterprise, which serves as a guideline in the transformation of enterprisers’ notion about HR management. Prof. Zhao has also made great achievements in the systematic research of knowledge economy and knowledge-based enterprises, which are manifested in the book *Knowledge-based Enterprises and Knowledge Management* co-authored with Dr. Qunhong Shen. Prof. Zhao focused working on the shift of high-tech talents in China so as to make his study more practically instructive for the Chinese enterprises. He conducted a research project on “Research on the Tendency of Talent Flow in China’s High-tech Firms and Related Policies” funded by the Ministry of Science and Technology. He tried to figure out the core elements that lead to the flow of high-tech talents and presented scientific policy proposals for the reference of related offices. This project received comprehensive recognition and compliment from people in the same field.

Meanwhile, Prof. Zhao has never given up his attention on problems that arose in multinational operation. Since 1998, his emphasis has been transferred from the intercultural management in multinational corporations to the globalization of enterprises. He found that since the middle of 1990s, there has been an increasingly obvious tendency of economic globalization. Countries interact and inter-restrict each other; so much so that multinational operation is no longer the business of corporations but a matter ought to be considered by every enterpriser. Even business operated in a particular region felt the intense competition from the counterparts. This tendency will completely change the thinking pattern in management. To help the Chinese enterprisers understand this change, Prof. Zhao published a paper entitled: “The Strategy of Common Management Economy and Multinational Corporation Competition” in both English and Chinese in “*World Economy*” and “*World Economy and China*”. In December 1998, he organized and chaired the third international symposium on multinational business management and decided on “global corporations” as the theme for the conference. Over 200 scholars from home and abroad presented their research and exchanged opinions from different perspectives on the management of global firms. Prof. Zhao submitted the paper entitled “problems and challenges to be faced in the management of HR in global enterprises in the 21st century” in which he made a systematic retrospect and pioneering research on the management of HR in the global enterprises.

After competing with others, he successfully awarded RMB 600,000 yuan from the

National Natural Science Foundation of China to do research on the theory and management countermeasures for the development of HR in enterprises for three years in 2000-2002. . He made massive investigations with his team, including post-doctor fellows and doctor students. We now may find his findings, conclusions and proposals in his monograph *Research on Human Resource Management* (China Remin University Press, 2001) and the 60-plus papers and articles published in the top journals. This research outcome was honored the Prize of 13th Chinese National Books' Award and the first prize of the Award of outstanding achievement in philosophy & social sciences in Jiangsu Province in 2003. In 2006, it obtained the 1st prize of "the outstanding achievement" of the humanities and social sciences research of Chinese universities", awarded by the Ministry of Education, which is one of the two awards in the management science in China, as well as the only one first prize award in Jiangsu province.

Dr. Zhao has completed his studies one research project on "Qualification evaluation system of Enterprise managers" (RMB 140,000) (70372036) and "A Study of HR Managers' Competencies" (RMB 180,000 yuan) funded by National Natural Science Foundation of China (70572048, January 2006-December 2008) , and the research project on "Professionalization, Marketization and Internationalization of Managers" funded by the Ministry of Education (RMB 50,000 yuan) (03JB630014. His book *A Study of Professional Competence of Chinese Managers* based on these studies, which was published in 2008.

Dr. Zhao was awarded a key research grant of one million yuan (RMB) from the National Natural Science Foundation of China. The title of this key research project (Grant Number: 70732002) is "Critical Issues on Human Resource Management in Chinese Enterprises in Transition Economy". The grant period is four year on January 1, 2008 to December 31, 2011. The research project was successfully completed. Based on the research, two books are published: 1. Zhao Shuming and Liu Hong, *Research on Enterprise Human Resource Management: New Development, Complexity and Performance Management*; Nanjing University Press, 2014; 2. Zhao Shuming, Yang Dongtao, and Peng Jisheng, *Research on Enterprise Human Resource Management: Corporate Culture, Innovation and Internationalization*, Nanjing University Press, 2014.

Currently, HRM theories and methods learned and applied by Chinese enterprises are mostly from the developed Western capitalist countries. Both theorists and practitioners are interested in knowing the applicability of Western HRM theories to Chinese enterprises. In the process of China's economic transition, the functions and means of HRM, the social, cultural and technological contexts and enterprise institutions for HRM, have all evolved. Based on the needs of transition economy and recognizing the Chinese characteristics, enterprises must identify and resolve realistic HRM issues.

This research project supported by the Key NSFC grant aims to achieve two major objectives. The first objective is to analyze the compatibility between HRM in Chinese enterprises and economic transition, to point out the requirements of economic transition on

enterprise HRM, so as to guide the creation of “localized” HRM theories and methods. The second is to evaluate the impact of three specific trends on HRM practices. These three trends are (1) changes in Chinese corporate cultures, (2) Independent-innovation in Chinese enterprises, and (3) globalization. This research is both theoretically and practically significant for establishing HRM theories and methods that match the features and trends of China’s economic transition.

Dr. Zhao has completed the National Natural Science Foundation research project on “A study of Mechanism and Countermeasures of Labor Conflict Under the transitional economy in China” in early 2016, January 2012-December 2015. (RMB470, 000 yuan) (Grant Number: 71172063). Now Dr Zhao is conducting the National Natural Science Foundation key research project on “A Study of Employment Relationship Approaches and Human Resource Management Innovation in Chinese Enterprise” January 2014-December 2018. (RMB 2,250,000 yuan) (Grant Number: 71332002). He and his team have conducted survey studies at more than 100 companies in North, South, East and West China and some interviews and case studies.

Those who are ambitious are always busy and those who keep making innovations are always painstaking. Anyone who knows Prof. Zhao knows he is always a busy man. He always says, “I am a workaholic man” and he said that as a human being, life could be meaningful only if you could make contribution to the society.”

H. PROJECTS

1. “A Study of Employment Relationship Approaches and Human Resource Management Innovation in Chinese Enterprise” sponsored by National Natural Science Foundation of China, No. 71332002, chaired by Shuming Zhao, with research fund of RMB 2,250,000 2014-2018
2. “A study of Mechanism and Countermeasures of Labor Conflict Under the transitional economy in China” sponsored by National Natural Science Foundation of China, No. 71172063, chaired by Shuming Zhao, with research fund of RMB 470,000 2012-2015
3. “Critical Issues on Human Resource Management in Chinese Enterprises in Transition Economy” funded by National Natural Science Foundation of China, No.:70732002, chaired by Shuming Zhao with research fund of RMB 1,000,000 yuan. 2008-2011
4. “Service Outsourcing and management”, sponsored by the “333” Project of Jiangsu Province, chaired by Shuming Zhao, with research fund of RMB 60,000 2008-2010
5. “A study of Harmony Employment Relationship”, Government Project of Guangzhou City, with fund RMB 150,000 Jan. - Dec. 2008

6. "A Study of Management with Chinese characteristics", sponsored by General Office of the State Council of the People's Republic of China, Chinese Enterprises Association, and Tsing Hua University, RMB 80,000 2008-2009
7. "A Study of HR Managers' Competencies," sponsored by National Natural Science Foundation of China, No. 70572048, chaired by Shuming Zhao, with research fund of RMB 180,000 yuan. 2006-2008
8. Human Resource Management under in A Transitional Economy, The National Government Project of the Ministry of Education Innovation Base, RMB1.5 million yuan 2005-2007
9. "Qualifications of Enterprise Managers," sponsored by the "333" Project of Jiangsu Province, chaired by Shuming Zhao, with research fund of RMB 50,000. 2005-2007
10. "A Study of Migrant Labors' influence on the HRM in Macao Hotels," Macao Foundation, with research fund of 280,000 Macao Dollars. 2005-2007
11. "Evaluation of Competencies of Business Managers," sponsored by National Natural Sciences Foundation of China, No. 70372036, chaired by Shuming Zhao, with research fund of RMB 140,000 yuan. 2004-2006
12. "Labor Relations in Non-state Enterprises in Jiangsu Province," a key project sponsored by the 15th Planning of Philosophy and Social Sciences in Jiangsu Province, No. 04EYB015, chaired by Shuming Zhao, with research fund of RMB 10,000 yuan. 2004-2005
13. "Professionalization, Marketization, and Internationalization of Managers," sponsored by the Arts and Social Sciences Research foundation for Ph.D. Degree Programs of the State Ministry of Education, No. 03JB630014, chaired by Shuming Zhao, with research fund of RMB 50,000 yuan. 2004-2006
14. "A Comparative Study of Work-Life Balance and Conflicts in the United States and China" with Professor Betty Coffey and Professor Stella Anderson at Appalachian State University, U.S.A. 2005-2006
15. "Qualification Evaluation Systems for Managers of State-owned Enterprises in Jiangsu Province," sponsored by the Organization Department of Jiangsu Provincial CCP Committee and the Science Department of Jiangsu Province, chaired by Shuming Zhao, with research fund of RMB 250,000, and awarded the Second Prize for Scientific and Technological Progress of Jiangsu Province in 2004. 2002-2004
16. "A Study of Labor Relations in Banking and Auto Industries" with Professor Russell Lansbury in the University of Sydney, Australia 2004-2005
17. Key Research Project "On Theories of Enterprise Human January 2000 -

- Resource Development and Management Countermeasures," funded by the National Natural Science Foundation of China, with research fund of RMB 600,000 yuan. December 2002
18. "The Development of Human Resource Management System Software," funded by Jiangsu Provincial Philosophy and Social Sciences Research Fund (15,000 yuan) April 2000 - December 2001
19. "Research on Human Resource Management Strategies of Enterprise Groups," funded by the National Science Foundation of China (95,000 yuan) January 1999 - December 2001
20. "Research on the Tendency of Talent Flow in China's High-tech Firms and Related Policies," funded by Ministry of Science and Technology of China (40,000 yuan) January 1999 - December 2000
21. "Grant for Trans-Century Excellent Talent Development Plan Fund," Chinese State Education Commission (100,000 yuan) 1996-1999
22. "Utilization and Development of Human Resources Management in the Chinese Large and Medium State-owned Corporation," funded by the State Education Commission (18,000 yuan) 1996-1998
23. "Jiangsu High-tech Human Resources Flows and Related Policy Studies," funded by Jiangsu Provincial Commission of Science and Technology, (20,000 yuan) 1996-1998
24. "Research on Human Resources Development and Management in the Process of the Internationalizing China's Enterprises," funded by the National Natural Science Foundation of China, (5,5000 yuan) January 1995 - December 1997
25. "Research on the Building of Entrepreneur Teams," funded by Nanjing Municipal Commission of Science and Technology (10,000 yuan) 1995-1996
26. "Research on Joint Venture Management", funded by former China Education Commission, (10,000 yuan) 1992
27. "Joint Venture: Survival and Development in the Competition, funded by Jiangsu Provincial Eighth Five-Year Plan of Philosophy and Social Sciences, (5000 yuan) 1992

I. AWARDS, HONOURS, AND FELLOWSIPS

1.	Award for Best Paper " A Study of Employee-Organization Relationship, Organizational Support, and Employee Engagement: from Social Exchange Perspective" by the 5 th Chinese Human Resource Management Forum.	November 2016
2.	SES Distinguished Alumni Lecturer, awarded by Claremont Graduate University	March 2016
3.	Excellent Author, awarded by Beijing Huazhang Graphic& Information Co., Ltd (China Machine Press)	Octorber2015
4.	Outstanding Social Science Expert of Jiangsu, awarded by Jiangsu Provincial Party Committee and Provincial People's Government	June 2015
5.	Distinguished Visiting Professor, Katz Graduate School of Business, University of Pittsburgh, USA	November 2014
6.	The Paper "Differences among Chinese, American and European Corporate Human Resource Management and Chinese Local Application of Human Resource Management" was awarded for The Best paper of Chinese Journal of Management in the Past 10 Years.	November 2014
7.	The research case "The Power of 'Heart': Heisonglin and its Management on the Power of Heart" was awarded for the 5th National Excellent Management Case in 2014.	May 2014
8.	The research case "Made in China: The Daqo Group" was awarded for the 5th national excellent management case in 2014.	May 2014
9.	The Paper "Affect of the Relationship-Oriented CEO Leadership on Organizational Performance: The Catenary Mediating Role of the Employment Relationship Atmosphere and Attitude of the Staff" was awarded for the Best Paper of 9th Chinese Management Association Annual Meeting by the Chinese Society for Management Modernization	November 2014
10.	The Paper "The Influence of Abusive Supervision on Subordinates Silence: A Cross-level Moderate Model" was awarded for the Best Paper of 3th Chinese Human Resource Management Forum.	June 2014
11.	Third Prize Award for the Best Book, <i>A study of the professional competency of the managers in China</i> , awarded by the 6 th Colleges and Universities Outstanding Research Achievement in Humanities and Social Sciences of the Ministry of Education of China, March 2013	March 2013

12.	Award for Best Paper "The research of the Relation of Commercial Bank Presidents Competency Model and the improvement of the performance " by the 11 th National Urban Finance Association, February 2013	February 2013
13.	Outstanding Contribution Award by Nanjing University	May 2012
14.	<i>Human Resources Management Professionals Localization Training Mode</i> by Shuming Zhao, Jisheng Peng, Zhengtang Zhang, Dejun Cheng and Chunyan Jiang was awarded special award of Teaching Achievement by Nanjing University on May 17 th , 2011; first prize of Teaching Achievement by Jiangsu Provincial Government in November, 2011	2011
15.	Book on <i>A Study of Professional Competence of Chinese Managers</i> (Peking University Press, 2008) was awarded as the first prize of excellent results in philosophy and the social sciences by Jiangsu Provincial Government in March, 2011	2011
16.	The Fudan Management Excellence Award by Fudan Premium Fund of Management	November 2010
17.	Award on "Outstanding Publication of Drucker's Management Thoughts" by China Machine Press	October 2009
18.	"Research on the Relationship between Strategic Human Capital and Enterprise Competitive Advantage" was awarded the best paper by Chinese Academy of Management, Nov. 13, 2010.	November 2010
19.	Hired as Jia CHEN Chair Professor by Nanjing University	2009
20.	Awarded on Outstanding Publicizing Drucker Thoughts by China Machine Press	2009
21.	Paper by Haoliang LIU and Shuming Zhao on "Using Senior Team common Concept to measure Dynamic Capability" was awarded best paper at the Fifth Academic Conference on Science and Technology Policy and Management	October 2009
22.	"The Development of China's Local Cases and Application Analysis" was awarded the Best Paper by National MBA Steering Committee of the Ministry of Education	December 2008
23.	<i>Research on Human Resource Management</i> was named as the most Important Book in Art and Human Science Since Opening-up Policy in Nanjing University for the book <i>Research on Human Resource Management</i> by Nanjing University	December 2008
24.	Chancellor's Medallion by University of Missouri-St. Louis	June 2008
25.	Chief Scientist (Management) of 333 Senior Talent Project of Jiangsu Provincial Government	April 2007
26.	The Best Paper Award (Golden Award) by State Council Evaluation Center	April 2007
27.	Honorary Doctoral Degree, Seton Hill University	May 2006
28.	"Model Worker" Medal awarded by Jiangsu Province Government	April 2006
29.	First Prize Award for the book entitled <i>Research on Human Resource Management</i> by Ministry of Education of China	2006

30.	“The Top 10 Most Influential Management Gurus in China in the Year of 2006,” by <i>World Executives</i> , etc.	2006
31.	Ten China’s Education Talent	2006
32.	China HRM Grand Award—the Best Ten, awarded by the Association of Chinese Enterprise Evaluation of the Research and Development Center of the State Council and the Organizing Committee of China HRM Awards	December 2005
33.	China HR Annual Awards 2005—Award of Promoting China HRM Progress, awarded by the Asia-pacific HR Research Association and Smart Fortune Magazine (China) Co., Ltd., Beijing	November 2005
34.	“The Top 10 Most Influential Management Gurus in China in the Year of 2005,” by <i>World Executives</i> , etc.	November 2005
35.	Outstanding World Scholar, University of Missouri-St. Louis	May 28, 2005
36.	The course of Human Resource Management, designated as the Best course authorized by the Ministry of Education of China	January 2003
37.	“The Top 10 Most Influential Management Gurus in China in the Year of 2004,” evaluated by <i>World Executives</i> , etc., November 2004.	<i>December 2004</i>
38.	Book on <i>Human Resource Management Studies</i> , awarded the 13 th China National Book Prize for the year of 2003 and the First Prize of the 8 th Excellent Achievement in Philosophy and Social Sciences in Jiangsu Province in 2003, February 2004.	February 2004
39.	2004 China Business School Dean’s Leadership Award, Asia Pacific Human Resource Association, Macao	<i>May 2004</i>
40.	Outstanding Professor and Administrator, Nanjing University	2003
41.	Best Course on Human Resource Management, Ministry of Education of China	2003
42.	Research on Human Resource Management, The best book of 13 th National Book Award of China and First Prize Award by Jiangsu Provincial Government	2003
43.	2002 China HR Person of the Year, Shanghai	2002
44.	“The Effect of Export Marketing Capabilities on Export Performance: An Investigation of Chinese Exporters,” <i>For Best Paper: Global and Societal Issues Track, American Marketing Association Winter Marketing Educators’ Conference</i> , Austin, Texas	<i>February 22 - 25, 2002</i>
45.	Research Paper Award, Winter Marketing Educators Conference, The American Marketing Association Honors, 2002	<i>May 19, 2002</i>
46.	The 2002 International Management Educator of Distinction, In Recognition of Exemplary Leadership in International Management, The College of Business Administration of the University of Nebraska at Omaha	<i>May 19, 2002</i>
47.	Distinguished Scholar, Outstanding International Educator, and Honored Partner of the University, University of Missouri-St. Louis	<i>1999</i>

48.	Award for the Best Book, International Business: Human Resource Management, (published by Nanjing University Press, 1998), presented by Jiangsu Provincial People's Government	1999
49.	Award for the Best Book, East-West Cultures and Business Management, (published by China Personnel Press in 1996), Presented by the Ministry of Education	December 10, 1999
50.	The Outstanding International Partner, 1999, The College of Business, The University of Nebraska-Omaha, USA	1998
51.	First-level Scholars for the "333 Trans-Century Academic and Technological Chairperson Project"	1998
52.	Award for the Best Book, International Business: Cross-cultural Management, (Published by Nanjing University Press in 1994), Presented by Jiangsu People's Government	1997
53.	Award for the Best Teaching by the State Education Commission (Sanduo Zhou, Shuming Zhao, Jianjun Shi, Chuangming Chen, and Minghong Lu)	1997
54.	Award for Outstanding Young Professors for Best Teaching and Research, Nanjing University	May 20, 1997
55.	Candidate for The Eisenhower Exchange Fellowship	1996
56.	Best Scholar for The Trans-Century Excellent Young Scholars Program Foundation, China's State Education Commission	1996
57.	First Prize Award for best Teaching, Jiangsu Province	December 1996
58.	Award for Outstanding Young Professors for Best Teaching and Research, Nanjing University	May 20, 1996
59.	First Prize Award for Best Teaching, Nanjing University	September 1995
60.	First Price Award for Best Teaching, Jiangsu Province	December 1995
61.	Award for the Best Book, International Human Resource Management, Chinese State Education Commission	December 1995
62.	The Outstanding Scholar Award (Life-long honor), State Council of China	May 1995
63.	Award for Outstanding Young Professors for Best Teaching and Research, Nanjing University	May 20, 1995
64.	Award for the Best Teaching, Nanjing University	1994

65.	Award for the best book International Business Management, (published by Nanjing University Press, 1993), Presented by Jiangsu People's Government	1994
66.	The Best Post-graduate Student Advisor, Nanjing University	December 22, 1994
67.	Award for the best book International Human Resources Management (published by Nanjing University Press, 1992) presented by Nanjing University	December 28, 1993
68.	First Prize Award for the best book American Higher Education Administration (published by Hubei Education Press, 1992), presented by Nanjing University, June 30, 1993 and National Association of Higher Education	December, 1993
69.	First Prize Award for the best paper "European Unified Market and Chinese Multinational Business Management," (published by World Economy, No. 7, 1992), presented by China Central Decision-Making Center, Beijing	May 25, 1993
70.	The Outstanding International Scholar, 1991-92, The College of Business, Florida Atlantic University, Florida, USA	December 10, 1992
71.	The Distinguished Lecturer of 1991, The Foundation for Educational Futures, Charlotte, North Carolina	March 21-22, 1991
72.	Listed in Who's Who Among International Students in American Universities and Colleges--Recognizing Future International Leaders	1988-1989
73.	Award from The Phi Beta Kappa Alumni in Southern California for International students for excellent academic studies in the final year of Ph.D. program in the United States	September 11, 1989
74.	Award from the Faculty in Education of the Claremont Graduate School for "Excellence in the Study of Higher Education"	April 18, 1989
75.	Award from the Foundation for Educational Futures for research	November 18, 1988
76.	Award for Best Paper "Internationalization of Universities--World Tendency" by Editorial Board of Journal of Higher Education, Huazhong University of Science and Technology, and by Academic Association of Chinese Higher Education. The paper published in Journal of Higher Education in December 1987; reprinted in New China Reader, No.2, 1988 and in the Chinese People's University Reprint Series, No.2, 1988.	April 1988, and December 25, 1988
77.	Fellowship awarded by Claremont Graduate University for Ph.D. Program	1987-90
78.	Award from Kiangsu-Chekiang Association of Southern California for Outstanding Scholars from the PRC who are studying in the USA	September 12, 1987

79.	First Prize Award for Outstanding Faculty and Administrator, Nanjing University, Nanjing, PRC	<i>May 1985</i>
80.	Fellowship awarded by Claremont Graduate University for Master Program	<i>1982-83</i>

J. PUBLICATIONS

◆ Books

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2. Yang Gang, Zhao Shuming, Drive and Realize the Excellent with H Management Model. Nanjing: Nanjing University Press, 2016.
3. John M. Ivancevich, Robert Konopaske, Shuming Zhao, Dejun Cheng, Human Resource Management (Chinese version), Beijing: Chinese Machine Press, 2015.
4. International Management: Managing across Borders and Cultures, Helen Deresky, translated by Lulu Zhou and Shuming Zhao, Beijing: China Renmin University Press, 2015.
5. Joel Glassman, Masato Kimura, and Shuming Zhao (Editors), Entrepreneurs and the Creation of a Global Community: The Cases of China, Japan, and the United States, Nanjing University Press, 2014.
6. Zhao Shuming and Liu Hong, Research on Enterprise Human Resource Management: New Development, Complexity and Performance Management; Nanjing University Press, 2014;
7. Zhao Shuming, Yang Dongtao, and Peng Jisheng, Research on Enterprise Human Resource Management: Corporate Culture, Innovation and Internationalization, Nanjing University Press, 2014.
8. Huang Xunjing, Zhao Shuming, The "1+N" Model of the Leadership of Top Managers and Their Development, Beijing University of Posts and Telecommunications Press, 2014.
9. Huang Xunjing, Zhao Shuming, The "1+N" Model of the Leadership of Middle Managers and Their Development, Beijing University of Posts and Telecommunications Press, 2014.
10. Huang Xunjing, Zhao Shuming, The "1+N" Model of the Leadership of the First-level Managers and Their Development, Beijing University of Posts and Telecommunications Press, 2014.
11. Zhao Shuming, Stephen Nicholas, Liu Hong, Liu Chunlin, Research on the Impact of Global Economic Integration and Information Networking on Sustainable Corporate Development, Nanjing University Press, 2014.
12. Chen Chunhua, Zhao Shuming, Zhao Hairan, Way to the Pioneers(2nd edition), CITIC Publishing House, 2014
13. Txtbooks for Colleges and Universities in 21st Century, Series on the Theory, Methods, Tools and Practice of Human Resource Management: 1, "Human Resource Management:

- Theory, Methods, Tools and Practice ", 2, "Recruitment and Hiring: Theory, Methods, Tools and Practice ", 3 "Employee Training and Development: Theory, Methods, Tools and Practice " 4, "Performance Appraisal and Management: theory, methods, tools and practice", 5 "Compensation Management: Theory, Methods, Tools and Practice ", 6 "Talent Assessment: Theory, Methods, Tools and Practice ", Edited by Zhao Shuming, Beijing: The People's Posts and Telecommunications Press, 2014.
14. Human Resource Management, Asian 2nd edition, Gary. Dessler, Chen Shui-hua, translated by Shuming Zhao, Suying Gao , China Machine Press, 2013.
 15. International and Comparative Employment Relations - Globalization and Change, 5th edition, Co-authored with Greg J. Bamber, Russell D. Lansbury, Nick Wails, Cheng Li, Jie Zhang, Co-translated with Cheng Li, Jie Zhang et al, Peking University Press, 2012.
 16. International Human Resource Management, 5th edition (in Chinese), Peter. J. Dowling, Marion Festing, Allen D. Engle, Sr., Shuming Zhao and Yan Liu, Beijing: People's University of China Press, 2012
 17. Human Resource Management, 13th edition (in Chinese), Robert Mathis, John Jackson. Shuming Zhao, and Lulu Zhou, Beijing: Electronic Industry Press, 2012
 18. Enterprise Management in a Transitional Economy and Post Financial Crisis, co-edited by Shuming Zhao, Joel Glassman, Hong Liu, Chunlin Liu, Nanjing: Nanjing University Press, 2011
 19. Chinese Enterprise Human Resource Management: Global Perspective and Local Experience by Shuming Zhao. Beijing: Beijing Normal University Press, 2011
 20. Human Resource Management and Development, Edited by Shuming Zhao, Nanjing: Nanjing University Press, 2011
 21. Chinese Enterprise Management Research Series: Human Resource Management, by Shuming Zhao, Zhengtang Zhang, Dejun Cheng, Jisheng Peng, Beijing: Machine Press, 2011
 22. CEO: Human Resource Management by Shuming Zhao, Hong Liu and Qianwen Li, Beijing: Peking University Press, 2011
 23. Elaboration on Peter Drucker Management Thoughts edited by Shuming ZHAO and Pengcheng DU, Beijing: China Machine Press, 2009
 24. Human Resource Strategic Planning by Shuming Zhao and Wanwen Dai, Beijing: Beijing Normal University Press, 2009
 25. Human Resource Management and Development, (Co-authored with Zhengtang ZHANG, Dejun CHENG) Beijing: Higher Education Press, 2009
 26. International and Comparative Employment Relations, (Co-authored with Greg J. Bamber, Russell D. Lansbury, Nick Wailes, Co-translated with LI Cheng) Nanjing: Nanjing University Press, 2008
 27. A Study of Professional Competence of Chinese Managers by Shuming Zhao, Beijing: Peking University, 2008
 28. International Management: Culture, Strategy, and Behavior by Richard M. Hodgetts and Fred Luthans, translated by Shuming Zhao and Dejun Cheng, Beijing: China Renmin University Press, 2006.
 29. Case Study of Human Resource Management, edited by Shuming Zhao, Beijing: Beijing Normal University Press, 2006.

30. Harvard Business School, Translation of Cases On Human Resource Management, Beijing: China Business Press, 2006
31. Human Resource Management (in Chinese) by John M. Ivancevich and Shuming Zhao, Beijing: China Machinie Press, 2005
32. Human Resource Management and Development in a Transitional Economy, (by Shuming Zhao, Joel Glassman, Hong Liu, Xiangnan Tao, and Dejun Cheng) Nanjing: Nanjing University Press, 2005.
33. Management Sciences and Global Strategies in 21st Century by Siwei CHENG, Chak-wan LIU, Shuming ZHAO, Haijun HUANG, and Hong LIU, Welfare Printing Ltd., 2004
34. Performance Management and Evaluation by Shuming Zhao, Beijing: Higher Education Press, 2004
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37. Human Resource Management, The 9th Edition, Co-authored with Robert Mathsis, Beijing, Electronic Industry Press, 2003
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39. Multinational Business Management Under the New Economy, Co-authored with Yang Zhong and Liu Hong, Nanjing, Nanjing University Press, 2003
40. On the Case of Human Resource Management, Zhejiang People's Press, 2003
41. The New Development of Human Resource Management Research, co-edited with Feng Zhiyan and Liu Hong, Nanjing: Nanjing University Press, 2002
42. Human Resource Strategy and Planning, Beijing: China Renmin University, 2002
43. Human Resource Management, Beijing: Higher Education Press, 2002
44. Research on Human Resource Management, Beijing: China Renmin University Press, 2001
45. Human Resource Management in Transnational Corporation (co-authored with Peter J. Dowling and Denise E. Welch), Beijing: China Renmin University, 2001
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- McCarty, and Shuming Zhao), Nanjing University Press, PRC, 1998
52. Yearbook on World Chinese Business Economics (edited By Dongsheng Liang, Rongping Kang, Shuming Zhao), Beijing: Business Management Press, 1998, 1999, and 2000
 53. International Business: Risk Management, (Co-authored with Yang Zhong), Nanjing University Press, 1998
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 56. International Business: Investment Policies & Business Practices in America, Asia, and Europe (Co-authored with Zhu Nongfei and Lu Minghong), Nanjing University Press, 1996
 57. Democracy and Economic Power--Extending the ESOP Revolution through Binary Economics by Louis O. Kelso & Patricia Hetter Kelso, translated by Shuming Zhao, Nanjing University Press, 1996
 58. Knowledge Across Cultures: Universities East and West (in English and Chinese), edited by Ruth Hayhoe and translated by Shuming Zhao, The University of Toronto Press, Canada and Hubei Education Press, PRC, 1996
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 60. Human Resources Management in Chinese Enterprises, Nanjing University Press, 1995
 61. East and West Cultures and Business Management (second edition), Beijing: China Personnel Press, 1995, 1998
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 63. Multinational Business and Overseas Investment (Editor), Wuhan: Hubei Education Press, 1995
 64. World Economy and Internationalization of Chinese Enterprises, (Co-edited with Kang Rongpei and Ye Gang) Beijing: China Price Press, 1995
 65. International Business: Cross Cultural Management (Co-authored with Zhong Yang), Nanjing University Press, 1994
 66. The World Great Books on Education (Guest Editor), Hubei Education Press, 1994
 67. The Internationalization of Enterprises, (Chinese version edited by Shuming Zhao and Minghong Lu; English version edited by Stanley Hille and Daniel McCarty), Nanjing University Press, PRC, 1993
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 70. International Business: Human Resources Management, Nanjing: Nanjing University Press, PRC, 1992, 1995, 2005, 2010,2016
 71. American Higher Education Administration, Hubei Educational Press, PRC, 1992
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1. Ronald Busse, Malcolm Warner, Shuming Zhao, “In Search of the Roots of Human Resource Management in the Chinese Workplace”, *Chinese Management Studies*, 2016,10(3)
2. Rebecca Mitchell, Brendan Boyle, Stephen Nicholas, Elizabeth Maitland, and Shuming Zhao. “Boundary conditions of a curvilinear relationship between decision comprehensiveness and performance: The role of functional and national diversity”. *Journal of Business Research*, 2016, 69(8): 2801-2811.
3. Yan Liu, Shuming Zhao, Li Jiang, and Rui Li, “When does a Proactive Personality Enhance an Employee’s Whistle-Blowing Intention? A Cross-Level Investigation of the Employees in Chinese Companies”, *Ethics and Behavior*, 2016, 26(8), 660–677.
4. Shuming Zhao, Yan Liu, and Lulu Zhou, “How does a boundaryless mindset enhance expatriate job performance? The mediating role of proactive resource acquisition tactics and the moderating role of behavioural cultural intelligence”, *International Journal of Human Resource Management*, 2016 online:
<http://www.tandfonline.com/doi/full/10.1080/09585192.2016.1253033>.
5. Yaqing Lin, Yan Li, Shuming Zhao, Steven Armstrong, “Political Networking Strategy and Firm Performance: A Moderated Mediation Model”, *International Journal of Conflict Management*, 2016, 27(4): 570-590.
6. Yan Liu, Shuming Zhao, Rui Li, Lulu Zhou, and Feng Tian, “The relationship between organizational identification and whistle-blowing: A joint moderator of perceived ethical climate and proactive personality”, *Review of Managerial Science*, 2016, online:
<http://rdcu.be/ktZq>
7. Meng Xi, Shuming Zhao, and Qin Xu, “The Influence of CEO Relationship-focused Behaviors on Firm Performance: A Chain-Mediating Role of Employee Relations Climate and Employees’ Attitudes”, *Asia Pacific Journal of Management*, 2016, online:
<http://link.springer.com/article/10.1007/s10490-016-9487-7>
8. Zhao Shuming, Sun Xiuli, “CEOs’ Transformational Leadership Behavior, Strategic Human Resource Management and Firm Performance in Small and Medium Size Enterprise: The Moderating Role of HRM Competency”. *Nankai Business Review*, 2016, 19(5): 66-76.
9. Zhao Shuming, Meng Xi, Jiang Chunyan, “Study of the Importance and Competency of HRM Affecting the Choice of Employee-organization Relationship in Chinese Enterprises”, *Economic Management*, 2016 (4): 83-92. (Full text reprinted in *The duplicated newspapers and periodicals of the NPC information of the Enterprise Management*, (No. 7, 2016).
10. Wang Guomeng, Sun Wuxinyi, Zheng Quanquan, Zhao Shuming, “The Effect of

- Emotional Creativity on Employees' Innovative Behavior: Social Constructivist View of Emotion Perspective", *Journal of Psychological Science*, 2016, 39(1): 124-130.
11. Liu Yan, Li Rui, Zhao Shuming, "The Mechanisms of How Inclusive Leadership Impacts on Employee Whistle-blowing Intention: A Moderated-Mediation model". *Journal of Psychological Science*, 2016, 39(1): 144-150.
 12. Tao Xiangnan, Zhao Shuming, Zou Yajun, "The Intergration of Tradition and Modern: Evolution of Human Resource Management System in Japanese Enterprises", *Research on Economics and Management*,(No.3,2016)
 13. Li Zhaomin, Zhao Shuming, "Institutional Support, Task-Focused Strategic Leadership Behaviors and Organizational Performance: An Empirical Study Based on Private Enterprises in the Transition Economy", *Chinese Journal of Management*, 2016, 13(3): 385-394. .
 14. Liu Yang, Zhu Wei, Zhao Shuming, "CEO Inclusive Leadership and Employee Proactive Behaviors: The Mediating Effect of Employment Relation Climate", *Chinese Journal of Management*, 2016, 13(10): 1482-1489. .
 15. Ge Xiaoyong, Wu Qingxi, Zhao Shuming, "Research on the Relationship among Learning Orientation, Team Trust and Enterprise Innovation Performance Based on Scientific and Technological Enterprises", *Chinese Journal of Management*, 2016, 13(7): 996-1002. .
 16. Wang Xiaoyu, Xu Yunfei, Zhao Shuming, "A Literature Review of Value Congruency between Person and Organizational Entities", *Nanjing Journal of Social Sciences*, 2016 (6): 33-41.
 17. Tao Xiangnan, Zhao Shuming, Zou Yajun, "Fayol's Managerial Thoughts and Its Historic Status in Management History", *Research on Economics and Management*, 2016, 37(12): 105-112.
 18. Li Zhaomin, Zhao Shuming, "Environmental Uncertainty, Task-Focused Strategic Leadership Behaviors and Organizational Performance", *Science of Science and Management of S. & T.*, 2016, 37(02): 136-148.
 19. Li Zhaomin, Zhao Shuming, "Relationship-oriented Strategic Leadership, Human Resource Flexibility and Organizational Performance: An Empirical Study Based on Private Enterprises in the Transition Economy", *Foreign Economics&Management*, 2016 38(04): 73-89.
 20. Sun Xiuli, Zhao Shuming, Jiang Chunyan, "Institutional Support, Corporate Entrepreneurship and Firm Performance". *Science & Technology Progress and Policy*, 2016, 33(11): 61-67.
 21. Qin Weiping, Li Jin, Zhou Lulu, Zhao Shuming, "The Empact of Team Authentic Leadership on Creativity: The Cross-level Effect of Leader-member Exchange", *Journal of Industrial Engineering and Engineering Management*, 2016 (3): 36-43.
 22. Huang Xunjing, Huang Cong, Zhao Shuming, "A Research on the Job Satisfaction of Internet Financial Professionals of Commercial Banks", *Finance Forum*, (No.10,2016)
 23. Liu Yongqiang, Zhao Shuming, "Micro Performance and Macro Equilibrium of Managing Institution of Work-Family Integration: Management Innovation in 'Internet +' Era", *Jianghai Academic Journal*, 2016 (1): 79-86.
 24. Zhao Shuming, Bai Xiaoming, "A study of Enterprise Talent Development Driven by

- Innovation——From the perspective of Human Capital and Ecosystem”, *Journal of South China Normal University(Social Science Edition)*, 2016 (5): 93-98.
25. Ge Xiaoyong, Zhao Shuming, “Learning Orientation, Team Trust and Firm Innovation Performance: A Theoretical Model”, *Modern Management Science*, 2016 (2): 6-8.
 26. Liu Yongqiang, Zhao Shuming, “Conceptual Framework of Corporate Management System Efficiency in Work-Family Borderless Situation”, *Contemporary Finance & Economics*, 2016 (11): 69-78.
 27. Zhao Shuming, “Human Resource Management of the High-speeded Era”, *Xinhua Daily*, March 29th, 2016.
 28. Zhao Shuming, “The Talent Training in Supply-side Structural Reform”, *Guangming Daily*, May 27th, 2016.
 29. Zhao Shuming, “Enterprise Talent Development Driven by Innovation”, *Xinhua Daily*, July 26th, 2016.
 30. Gregory Weeck, Ann Weeck and Shuming Zhao, “Consumer Reception of Food Safety by Urban Consumers in Nanjing China”, *The Professional Geographer*, 2015, pp. 1-12
 31. Liu Y, Zhao S, Jiang L, et al. “When does a Proactive Personality Enhance an Employee’s Whistle-Blowing Intention? A Cross-Level Investigation of the Employees in Chinese Companies”, *Ethics & Behavior*, 2015 (just-accepted)
 32. Pei Yujing, Zhao Shuming, “Study on Knowledge Workers' Calling, Career Commitment and Job Attitudes”, *Journal of Management Science*, 2015, 28(2): 103-114.
 33. Xu Qin, Xi Meng, Zhao Shuming, “An Examination of the Curvilinear Relationship between Abusive Supervision and Counterproductive Work Behaviors”, *Economic Management*, 2015, (6): 143-153.
 34. Li Zhaomin, Zhao Shuming, “The Influence of Different Types of Employment Relationship Approaches on Well-Being: An Empirical Study from a Perspective of Inducements-Contributions Model”, *Economic Management*, 2015, 37(12): 56-67.
 35. Xi Meng, Xu Qin, Zhong Weiguo, Zhao Shuming, “Abusive Supervision and Subordinate Silence: A Moderating Model of Multilevel Characteristics”, *Nankai Business Review*, 2015, 18(3): 132-140.
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42. Yu Jingjing, Jiang Shoufen, Zhao Shuming, “A Study on the Relationship between the Effects of the Conflict Management Behavior and Team Learning Behavior on Employees’ Innovative Behavior”, *Science & Technology Progress and Policy*, 2015, 32(11): 143-148.
43. Zhong Shan, Jin Hui, Zhao Shuming, “Research on Knowledge Sharing Intention of College Faculty in Education Blog: based on Traditional Culture Perspective”, *Chinese Journal of Management*, 2015, 12(11): 1607-1613.
44. Ge Xiaoyong, Cheng Dejun, Zhao Shuming, “A Study of High Performance Work System Impact on Learning Strategy: The Moderation of Organizational Trust”, *Social Sciences in Nanjing*, 2015, (11): 24-31.
45. Su Fangguo, Zhao Peng, Zhao Shuming, “Impact of Workplace Isolation on Service Quality and Job Satisfaction — The Mediating Role of Affective Commitment”, *East China Economic Management*, 2015, 29(4): 124-129.
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440. "Market Economy and the Training of University Young Economics and Management Faculty Members," *Journal of Higher Education*, No. 2, 1994
441. "Government and Enterprises," *Xinhua Daily*, May 6, 1994
442. "Modern Enterprise System and Human Resources Management," *Economic and Trade Reporter*, April 30, 1994
443. "Power Structure of Labor-Management Relations in China's Joint Ventures," (with Zhiyong Mao and Yan Zhang) *Jianghai Academic Journal*, No. 4, 1994
444. "How to do Business with Foreign Businessmen," *Research on Development*, No. 2 and No. 3, 1994
445. "A Comparative Study of Corporate Cultures and Management in China, the United States, Japan, and Europe and Cross-Cultural Management," (with Zhiyong Mao) *Management World*, No. 6, 1993
446. "The Influence of the Establishment of NAFTA upon China's Economy and Countermeasures China should take," (with Nongfei Zhu) *World Economy*, No. 11, 1993
447. "International Financing for Capital-intensive Projects," *World Economy*, No. 3, 1993
448. "How Does Higher Education Meet the Needs of Market Economy and Participate in international Competition?" *Journal of Nanjing University--Research on Higher Education*, No. 2-3, 1993
449. "Strategies for the Internationalization of Enterprises in Jiangsu Province," *Journal of Jiangsu Foreign Economic and Trade Forum*, No. 6, 1993 and *Xinhua Daily*, November 5, 1993
450. "Australian Investment Environment," in Gordon Forth and David Walker (eds.), *Contemporary Australia (in English and Chinese)*, Nanjing University and Deakin University Press, 1993
451. "Cross-cultural Training for Multicultural Companies," *Lock Haven International Review (annually)*, U.S.A., No. 7, 1993
452. "The Influences of Enterprise Internationalization upon China's Economy and the Future Strategies," *International Economic Cooperation*, No. 5, 1993
453. "Market Economy Needs High Quality of CEOs," *Nanjing Daily*, May 26, 1993
454. "A Preliminary Study of Self-Learning Readiness in China, Hong Kong, and the United States and the Implications for Global Competition," (co-authored with Paul Guglielmino), *Competitiveness Review (annually)*, USA, 1993
455. "Multinational Business and Economic Development," (co-authored with Zhong Yang and Minghong Lu), *International Academic Trend (quarterly)*, No. 2, 1993
456. "World Investment Report 1992 Transnational Corporations as Engines of Growth: An

- Executive Summary," (co-translator), *Economic and Management Science*, No. 2, 1993
457. "Research on Comparative Management Models," *Economic Development and Management*, Nanjing University Press, V. 1, 1993
458. "Cross Cultural Training for MNC: International Comparative Studies and A Model," paper presented at International Symposium on Multinational Business, Nanjing, December 10-12, 1992 and published in the book *The Internationalization of Enterprises*, Nanjing University Press, 1993
459. "European Unified Market and Chinese Multinational Business Management", *World Economy*, No. 7, 1992
460. "World Regional Economic Groups and Chinese Multinational Business Management, *Journal of Nanjing University*, No. 4, 1992
461. "Dramatic Change in East Europe and the Investment Strategy," *Economic and Management Science*, Nanjing University, No. 3, 1992
462. "Chinese Cultural Values and Human Resource Management," *Lock Haven International Review* (annually), Lock Haven University, Pennsylvania, USA, No. 5, 1991
463. "Current Joint Venture Environment in the People's Republic of China", *International Business Review*, Florida Atlantic University, V. 4, No. 3, 1991
464. "American Adult Education and Human Resource Development," *Heilongjiang Higher Education Studies*, Harbin, No.4, 1991
465. "Comparative Management Studies in the United States," *Educational Management Research*, Shaanxi Institute of Educational Science, Xian, PRC, No. 3, 1991
466. "Decision-Making Models in Western Countries," *Journal of Nanjing University*, No. 1, 1991
467. "Career Development in the Human Resources Management," *Economy and Management Science*, Nanjing University, No. 2, 1991
468. "American Higher Education in the 1990s," *Journal of Nanjing University--Research on Higher Education*, Nanjing University, PRC, NO. 3-4, 1990
469. "A Comparative Study of Leadership Achieving Styles between Chinese and American Business Students," *Jilin Education Science--Higher Education Research*, (quarterly), Jilin Institute of Educational Science, PRC, No. 4, 1990
470. "The Development of American Higher Educational Administration," *Journal of Higher Education*, (quarterly), Huazhong University of Science and Technology, Wuhan, PRC, No. 4, 1990
471. "Campus Governance Structures of Chinese and American Universities," *Lock Haven International Review*, (annually), Lock Haven University, Pennsylvania, USA, Issue 4, 1990
472. "The Origin and Changing Ideas of American Higher Education," *Journal of Nanjing University--Research on Higher Education*, Nanjing, PRC, No. 4, 1989
473. "Application of Strategic Planning in American Colleges and Universities," *Journal of Higher Education*, Huazhong University of Science and Technology, Wuhan, PRC, No. 4, 1989
474. "A Continuing Study of Internationalization of Chinese Higher Education," (co-author with Gong Feng) *Lock Haven International Review*, (annually), Lock Haven University, Pennsylvania, USA, Issue 3, 1989

475. "Strategic Planning in American College and University Management," *Future and Development of Higher Education*, (quarterly), Chinese Higher Education Strategic Research Association, Chinese Higher Educational Futures Association, and Higher Education Section of National Central Institute of Education Research, Beijing, No.1, 1989
476. "American College and University President," *Journal of Higher Education*, Huazhong University of Science and Technology, Wuhan, PRC, No.1, 1989
477. "Analysis on the 1988's Ranking of American Best Colleges Universities," *Journal of Nanjing University--Research on Higher Education*, Nanjing, PRC, No.4, 1988
478. "On American Higher Education Administration and Governance," *Journal of Nanjing University--Research on Higher Education*, No. 3, 1988
479. "On Internationalization of Chinese Universities," *Journal of Higher Education*, (co-authored with Feng Gong) Huazhong University of Science and Technology, No. 1, 1988; Reprinted in the Chinese People's University Reprint Series, No. 5, 1988
480. "Internationalization of Universities--World Tendency," (co-authored with Feng Gong) *Journal of Higher Education*, Huazhong University of Science and Technology, No. 4, 1987; Reprinted in *New China Reader*, No. 2, 1988 and in the Chinese People's University Reprint Series, No. 2, 1988
481. "Before Speaking--Across Cultures," (co-authored with John Regan and Xiaolin Hong, in Ross Steele and Terry Thread gold, (eds.) *Language Topics: Festschrift for M.A.K. Holliday*, Amsterdam: John Benjamins, 1987
482. Translation of five papers on Higher Education Administration, presented by Jack Schuster, *Journal of Nanjing University--Research on Higher Education*, No. 1, 1987.
 —— "The Role of Department Chairs in American Universities,"
 —— "The University Faculty in the United States,"
 —— "Institutional Change and Strategic Planning,"
 —— "Evaluation at American Universities,"
 —— "The Challenge Faced by the American Universities and Recommendations for Chinese Colleagues"
483. Translation of a paper, "The Role of University Presidents in the United States," presented by Jack Schuster, *Journal of Nanjing University--Research on Higher Education*, No. 3, 1986
484. Translation of papers on Higher Education Administration presented at the First President's Conference of Chinese and American Universities, jointly published by *Journal of Higher Education (Special Edition)* and *Association of Chinese Higher Education*, Beijing, Series No. 6, 1986
485. "On English Listening Comprehension and Note-taking Skills," *Journal of Nanjing University (Special Issue on Foreign Languages and Literature)*, Nanjing University, 1986
486. "On the Error Analysis of English Dictation Cloze-Test," *Research on Higher Education (Special Issue on Foreign Languages and Literature)*, Nanjing University, No. 2, 1986
487. Translation of a paper, "Some Thoughts on College and University Administration," written by Earl V. Pullias and Leslie Wilbur, *Research on Higher Education*, Nanjing University, No.1, 1986

488. Translation of a paper, "University Administration: Striving for Faculty Vitality," presented by Jack Schuster, Research on Higher Education, Nanjing University, No. 2, 1985
489. "On the Differences of Chinese and American Languages and Cultures," Journal of Nanjing University (Special Issue on Foreign Languages and Literature), 1985
490. "Analysis of English Compound Verbs," Journal of Foreign Language Teaching, Sichuan Foreign Language Institute, No. 2, 1984
491. Twenty-two short articles on American Language and Culture appeared in China Daily, New York, 1982-1983
492. Translation of "China's Scientific Policy--Comparative Analysis," written by Maurice N. Richter, Nanjing University Paper, March 15, 1980

K. PUBLIC LECTURES, SEMINARS, AND CONFERENCES

1. Keynote Speech on Human Resource Management in Sharing Economy at the Fifth China Human Resource Management Forum in Wuhan, China on November 26, 2106.
2. Lecture on Chinese Higher Education and Managing Foreign Students, Katz Graduate School of Business, University of Pittsburgh, USA on July 21, 2016.
3. Invited lecture on Doing Business in China and Cross Cultural Management at Korean Academy of International Business Conference at Jinling Hotel, Nanjing, China on June 28, 2016.
4. Lecture on Human Resource Management in China under the Economic Reform at Occidental College, California, USA on March 23, 2016.
5. SES Distinguished Alumni Lecturer, Claremont Graduate University, Lecture on Higher Education Reform and Human Resource Management in China, at CGU, Claremont, California, USA, March 22, 2016.
6. Lecture on "Doing Business in China" to business managers and MBA students at Kyushu University, Japan on Nov. 19, 2015.
7. Lecture on "HRM under the Current Economic Reform in China" to undergraduate Students at Faculty of Economics, Kyushu University, Japan on Nov. 19, 2015.
8. Lecture on "Hot Topics of HRM in China" at College of Business, Sejong University, South Korea on October 17, 2015
9. Lecture on "Hot Topics of HRM in China" at College of Business, Chonnam National University, South Korea on October 15, 2015
10. Lecture on "Past, Present, and Future of HRM in China" to student study tour group from at Michigan State University, USA on May 16, 2015
11. Lecture on "HRM under the Current Economic Reform in China" at Institute of Innovation Research, Hitotsubashi University, Japan on April 13, 2015.
12. Lecture on "Doing Business in China" at Seton Hill University, USA on October 6, 2014
13. Keynote Speech on "Labor Relations Management in Chinese Enterprises: Current Situation, Challenges, and Countermeasures" at the 8th International Symposium on Multinational Business Management, Nanjing, China on June 12, 2014

14. Lectures on “Doing Business in China”, “Human Resource Management in China” at the University of Brisbane, Australia on March 18-21, 2014
15. Lecture on “Labor relations in Chinese Firms” at the University of Sydney, Australia on March 22, 2014
16. Lectures on “Human Resource Management under the Economic Reform in China”, “Doing Business in Chinese Social and Cultural Context” at the University of Melbourne, Australia on March 23-26, 2014
17. Keynote speech on International Talent Competition and Management at Hunan Association of Human Resource Management, January 20, 2014
18. EMBA Course teaching on Human Resource Management at Jiangxi University of Finance and Economics, January 10-12, 2014.
19. Lectures on “My personal Experiences, Research and Management Reflection “at Jiangxi University of Science and Technology in Guangzhou and Nanchang, January 8-9. 2014.
20. EMBA Course teaching on Human Resource Management at South West Jiao Tong University, December 5-6, 2013.
21. Keynote speech on Cross-Cultural Management at Shanghai International Studies University, November 30, 2013.
22. Keynote speech on Frontier Research on HRM at the Second China HRM Forum in Wuhan University, September 28, 2013.
23. Keynote speech on HRM in Small and Medium Size Firms” at Hunan Provincial Association of Human Resource Management on “Leadership Development”, May 29, 2013.
24. EMBA Course on Human Resource Management at the University of Science and Technology of China, Hefei, China, May 23-26, 2013.
25. Presentation on “Labor relations and Human Resource Management in China” at International Labor Organization, Geneva, February 22, 2013.
26. Keynote speech on “A Review and Analysis of Changes of People’s Lifestyle in China” in Megatrend University, Serbia, January 28, 2013.
27. Keynote speech at Hunan Provincial Association of Human Resource Management on “Leadership Development”, January 20, 2013.
28. EMBA Course on Human Resource Management at Wuhan University, China, January 10-13, 2013.
29. Keynote speech at Macau Macau Management Association on “HRM in Mainland China under the Transitional Economy”, Macao, China, November 19, 2012.
30. EMBA Course on Human Resource Management at the University of Science and Technology of China, Hefei, China, November 1-4, 2012.
31. Paper on “The Education and Training of Entrepreneurs”, at The Role of Entrepreneurs in the Political Economy of the Pacific Rim, St. Louis, Missouri, USA, October 11-14, 2012.
32. Lecture on “Global Business Perspectives” at Burns and McDonnell HQ, Kansas City, 11:30 a.m.-1:00 p.m. August 28, 2012.
33. Lecture on “Managing Global Companies-Challenges and Satisfaction” at MGT5567 Class on Rewards Management and the MBA “Ecosystem of Learning”, 5:30-6:45p.m.

- At the School of of Management, the University of Missouri-Kansas City, August 28, 2012.
34. Lecture on “Understanding Business Culture in China” for senior managers at Kauffman Center, 7:30-9:00 a.m., August 29, 2012
 35. Lecture on “Cross-Cultural Challenges: Creating and Managing the New Venture Team” at ENT327 Class, 12:30-1:45 p.m., August 29, 2012.
 36. Keynote speech on “*Global Training and Developing International Managers*” at the 11th Asia-Pacific Conference of Association for Business Communication on Towards Empathic Communication—Emerging Role of Business Communication in the Age of Global Consciousness, Seoul, South Korea, March 29-31, 2012.
 37. Lecture on “*Thirty-four Years of Development of HRM in China: Reviews and Prospects*” at Chennai National University, South Korea, March 25, 2012.
 38. Lecture on “*Thirty-four Years of Development of HRM in China: Reviews and Prospects*” at Busan National University, South Korea, March 25, 2012.
 39. Lecture on “*Thirty-four Years of Development of HRM in China: Reviews and Prospects*” at Sejong University, South Korea, March 29, 2012.
 40. Keynote speech on *The Differences of Human Resource Management in the Enterprises of China, United States, and Europe and Human Resource Management in Chinese Local Enterprise* at Hunan Provincial Association of Human Resource Management, Changsha, Hunan Province, China, December 5, 2011.
 41. Paper on *IR in China: the Role of Social Partners in Tackling the Crisis* at the Conference on the Studies of the EU and Other Global Economies: The Role of Social Partners in Tackling the Crisis, Dublin, Ireland, November 30-December 1, 2011.
 42. Keynote speech on *My Research on Human Resource Management* at the Annual Conference of China Society of Management Modernization in Chengdu, China on September 24, 2011.
 43. Lecture on *Hot topics on Human Resource Management in China*, at Human Resource Association of Chinese Companies in Hong Kong, July 6, 2011.
 44. Keynote speech on *A Study of Chinese Managers’ Competence* at Korea Academy of Management, South Korea, April 23, 2011.
 45. Lecture on *Hot topics on Human Resource Management in China* at the College of Business, KAIST, South Korea, April 21, 2011.
 46. Lecture on *Hot topics on Human Resource Management in China* at the School of Management, Kyung Hee University, South Korea, April 19, 2011.
 47. Lecture on *Hot topics on Human Resource Management in China* at Solbridge University, South Korea, April 18, 2011.
 48. Lecture on *Hot topics on Human Resource Management in China* at Chonnam National University, South Korea, April 16, 2011.
 49. Lecture on *Hot topics on Human Resource Management in China* at Global Center, Michigan State University, March 24, 2011.
 50. Lecture on my research on *Human Resource Management under the Transitional Economy in China* at Faculty of Business and Law, the University of Newcastle, February 15, 2011.
 51. Speech on “The Global Financial Crisis and the Banking Sector: The China Case” at

Studies on the EU and Other Global Economies: Social Dialogue and Recession in the Banking Sector, Rome, Italy, Nov. 22-23, 2010.

52. Keynote Speech on “Recent Hot Issues on HRM in China,” at Hunan Provincial Human Resource Management Association Annual Conference, September 8, 2010.
53. Lecture on “My Stories in China.” at Robert Morris University, August 23, 2010.
54. Lecture on “Recent Hot Issues on HRM in China,” at Business Breakfast Seminar, College of Business, the University of Missouri-St. Louis, USA, August 12, 2010.
55. Lecture on “Human Resource Management in China,” at School of Business, St. Joseph University, April 14, 2010.
56. Lecture on “Recent Hot Issues on HRM in China,” Faculty of Business and Law, the University of Newcastle, Australia, February 24, 2010.
57. Speech on “The Changing Nature of Employment Relations in Chinese Automotive Industry,” at the Conference on “The Automotive Sector: How can Social Dialogue Assist a Sector in Crisis organized by European Foundation for the Improvement of Living and Working Conditions, Dublin, Ireland, Nov. 26-27, 2009.
58. Lecture on “Human Resource Management in China under Financial Crisis and Transition Economy,” at the Graduate School of Business, University College Dublin, Ireland, Nov. 25, 2009.
59. Speech on “Entrepreneurship and Social Responsibility in Chinese Enterprises,” at the Conference on “The Present Situation and Problems of East Asia Economy”, Kyushu University, Japan, Nov. 19, 2009.
60. Lecture on Economic Reform and Human Resource Management under the Financial Crisis in China,” Graduate School of Business, the University of Pittsburgh, October 6, 2009.
61. Lecture on Economic Reform and Human Resource Management under the Financial Crisis in China,” College of Business, Robert Morris University, October 6, 2009.
62. Lecture on Economic Reform and Human Resource Management under the Financial Crisis in China,” School of Labor and Industrial Relations, Michigan State University, October 5, 2009.
63. Lecture on “Human Resource Management in China, Japan and the United States,” at Seton Hill University, March 12, 2009.
64. Lecture on “Human Resource Management under Financial Crisis,” at Marshall School of Business, the University of Southern California, March 6, 2009.
65. Lecture on “Compensation Systems in Chinese Enterprises,” at School of Public and Planning, the University of Southern California, March 4, 2009.
66. Lecture on “Human Resource Management under Financial Crisis,” at the College of Business, the University of California-Irvine, March 3, 2009.
67. Lecture on “Economic Reform and Human Resource Management in China” at the Faculty of Economic and Business, the University of Sydney, October 10, 2008.
68. Speaker at the Graduation Ceremony of the University of Newcastle and Lecture on “Economic Reform and Human Resource Management in China” and “Reform in the Labor Regulatory Environment in China and Its Impact on Human Resource Management and Labor Relations”, at the Faculty of Business, University of Newcastle, October 7-9, 2008.

69. Lecture on “Reform in the Labor Regulatory Environment in China and Its Impact on Human Resource Management and Labor Relations”, at the School of Business, Monash University, October 3, 2008.
70. Speech on “Risk Management for China’s Multinational Corporations”, at Global Association of Rick Professionals Chapter Meeting, October 2, 2008.
71. Public Lecture on “Economic Reform and Human Resource Management in China” at the China Center of Auckland University of Auckland and “Reform in the Labor Regulatory Environment in China and Its Impact on Human Resource Management and Labor Relations”, at the Faculty of Business, Auckland University of Technology, September 30-October 1, 2008.
72. Lecture on “The Ten Hot Topics and four Difficulties in Chinese Human Resource Management”, at Shanghai University of International Studies, September 17, 2008.
73. Lecture on “Economic Reform and Human Resource Management”, “Cross-Cultural Management”, “Compensation Systems in Chinese Firms”, at Appalachian State University, August 21-29, 2008.
74. Presenting on “Exploration and Exploitation of Chinese Management Research”, at the 2008 IACMR conference, June 19-22, 2008.
75. Moderator for Distinguished Executive Forum, at the 2008 IACMR conference, June 19-22, 2008.
76. Keynote speech on “The Study of the Development of Global Leadership” at the Sixth International Symposium on Multinational Business Management, June 6-7, 2008.
77. Keynote Speech on “Development of Global Leadership” at the School of Economics and Management, Tsinghua University, May 23, 2008.
78. Lecture on “On Peter Drucker’s Thoughts” at Beijing Academy of Peter Drucker, May 22, 2008.
79. Keynote Speech on “Development of Global Leadership in China” at 2008 CEO Summit Forum in Taiwan, May 1-2, 2008.
80. Lecture on “Economic Reform and Recent Human Resource Management in China,” at the School of Business, Wayne State University, March 20, 2008.
81. Lecture on “Economic Reform and Recent Human Resource Management in China,” at the School of Business, Se. Joseph University, March 18, 2008.
82. Keynote speech on “Developing Global Competency Leaders for Chinese Enterprises at International Conference on Chinese Enterprises, Nanyang Technological University, Singapore, December 13-14, 2007.
83. Co-chair the Conference on Global Economic Development and Small and Medium Enterprises, “Does Stage Matter in Chinese New Ventures? The Roles of Learning, Network, and Corporate Entrepreneurship in Building Cultural Competiveness”, the University of Central Lancashire, Preston, U.K., December 2-6, 2007.
84. Keynote Speech on “Economic Globalization and the Development of Global Competency Leadership” at National Talent Summit Forum, Shenzhen, China, December 2, 2007.
85. Organized and chaired the Second (2007) Chinese Academy of Management conference in Nanjing, November 21-23, 2007.
86. Keynote Speech on “Globalization and the Development of Global Competency

- Leadership” at Beijing Forum, Beijing, November 2, 2007.
87. Keynote Speech on “Developing Global Competency Leadership” at National Training Conference, Shanghai, October 19, 2007.
 88. Lecture on “Recent Economic Reform and Human Resource Management in China”, Faculty of Business, Chinese University of Hong Kong, October 8, 2007.
 89. Two lecture on “Economic Reform and Human Resource Management in China”, Graduate School of Business Administration, Chonnam National University, Korea, September 30-October 4, 2007.
 90. Participating the Shibasawa North American Seminar and present paper on Entrepreneurship, University of Missouri-St. Louis, June 14-17, 2007.
 91. Two Lectures on “Cross-Cultural Management and Human Resource Management in China”, ISCTE Business School, Portugal, April 25-28, 2007.
 92. Lecture on “Economic Reform, Human Resource Management and Business Education in China”, Anderson Graduate School of Management, University of California-Riverside, April 2, 2007.
 93. Lecture on “Human Resource Management in China under Current Economic Reform”, Peter F. Drucker and Masatoshi Ito Graduate School of Management, Claremont Graduate University, March 29, 2007.
 94. Lecture on “Recent Economic Reform, Human Resource Management and Public and Business Education in China”, School of Policy, Planning, and Development, University of Southern California, March 28, 2007.
 95. Keynote Speech on “Human Resource Management and Leadership Development in China” at Global Forum in Tokyo, Japan, February 21, 2007.
 96. Organized and Chaired the Second Conference of International Association of Chinese Management Research, June 15-18, 2006.
 97. Lecture on “Human Resource Management in China” at Seton Hill University, Michigan State University, USA, March-April 2006.
 98. Keynote Speech on “Human Resource Management under the Economic Globalization,” at National HRM Grant Award Conference, Beijing, China, December 8, 2005.
 99. Lectured on “Human Resource Management of China under the Recent Economic Reform,” at Auckland University of Technology, New Zealand, November 13-15, 2005.
 100. Keynote Speaker on “FTA between China and Australia: Opportunities and Challenges for International Business and Investment” at Australian and New Zealand Academy of International Business, Melbourne, Australia, November 10-11, 2005.
 101. Organized and Chaired the 5th International Symposium on Multinational Business Management— Human Resource Management and Development in a Transitional Economy,” and keynote speaker at the conference, Nanjing, May 28-30, 2005.
 102. Lectured on “Human Resource Management in a Transitional Economy of China,” at Cornell University’s Johnson School of Management, March 13-15, 2005.
 103. Lectured on “Human Resource Management in a Transitional Economy in China,” Appalachian State University, USA, March 16, 2005.
 104. Lectured on “Human Resource Management in a Transitional Economy in China,” Thunderbird, The Garvin School of International Management, USA, March 21, 2005.
 105. Lectured on “Human Resource Management in a Transitional Economy in China,”

- University of California-Irwin, USA, March 24, 2005.
106. Lectured on “Human Resource Management in a Transitional Economy in China,” Occidental College, USA, March 25, 2005.
 107. Keynote Speech on “The Impact of MNCs’ Localization Strategy on the internationalization of Chinese Talent,” China Human Resource Forum, Macao, December 2-3, 2004.
 108. Keynote Speech on “Professionalization, Marketization, and Internationalization of Business Managers,” The Fifth International Conference on Management, Macao, May 3-5, 2004.
 109. Keynote Speech on “Human Resource Management in China” at conference on Doing Business in the Pacific Rim, University of Southern California, U.S.A., March 14-16, 2004.
 110. Lectured on “Human Resource Management under Recent Economic Reform and Restructuring Enterprises,” at Cornell University’s Johnson School of Management, February 19, 2004.
 111. Keynote Speech on “Human Resource Management in China” at the Conference on Doing Business in the Pacific Rim, University of Southern California, U.S.A., March 16-18, 2003.
 112. Keynote Speech on “Changing Structure of Chinese Enterprises and Human Resource Management Practices in China,” at the Conference on Institutional Challenges for the Global China, Monash University, Australia, November 13-15, 2003.
 113. Lectured on Human Resource Management for the EMBA students from Marshall School of Business, the University of Southern California, Shanghai, November 3-10, 2002.
 114. Keynote speech on “Human Resource Management in the New Economy,” at the Fourth International Symposium on Multinational Business Management, May 19-21, 2002.
 115. “Economic Reform and Human Resource Management”, “A Study of the Flow of High-Tech Talent in China”, Lectured at St. Joseph University, Grinnell College, the University of Nebraska-Omaha, the University of Missouri-St. Louis, California State University—Northridge, and University of California—Los Angeles, April 27-May 11, 2002.
 116. “The Relationship between the Chinese Government and State-owned Enterprises,” (co-authored with Hong Liu and Qian Zong), presented at Academy of Management Annual Meeting, Washington D.C., August 7, 2001.
 117. “Rethinking Human Resource Management in the New Century,” Presented at The Fourth International Conference of Management, Xi’an, China, May 5, 2001.
 118. “WTO and Human Resource Management in China,” presented at the Annual Conference of Jiangsu Provincial Association of Human Resources, Nanjing, China, April 27, 2001.
 119. Chaired 2001 CEOs and Entrepreneur Forum and presented a paper on “Globalization of Economy and Global Mindset of Business Management,” at the Forum, Nanjing, China, April 21, 2001.
 120. “Recent Development of Human Resource Management in China”, Northeastern University, March 26, 2001.

121. "Recent Development of Human Resource Management in China", Appalachian State University, March 23, 2001.
122. "Recent Development of Human Resource Management in China", University of Missouri-St. Louis, March 21, 2001.
123. "Human Resource Management in P. R. China", (5 Lectures) Lectured at Hong Kong University of Science & Technology, November 1-30, 2000.
124. "Economic Reform and Human Resource Management in China," lectured at the Peter Drucker Graduate School of Management, the Claremont Graduate University, March 31, 2000.
125. "Reforms on Human Resource Management in China," lectured at the School of Business, the University of Memphis, March 27, 2000.
126. "U.S. Investment and Business management in China," at the International Conference on Greater China Economy: Challenges and Opportunities, St. Louis, March 24-25, 2000.
127. Chaired '99 CEOs and Entrepreneur Forum and presented a paper on "Entrepreneur" at the Forum, Nanjing, China, December 13, 1999.
128. Chaired the Third International Symposium on Multinational Business Management--The 21st Century Global Corporation and presented a key-note speech on Global Human Resource Management and Development at the Conference, Nanjing, China, December 10-12, 2000.
129. Chaired the Conference on how to write a doctoral dissertation and presented a paper on how we teach doctoral students to write a dissertation at the Conference, Nanjing, China, March 9, 1999.
130. Lectured on Human Resource Management in China for three weeks at the City University of Hong Kong, November 1998.
131. "Research About Emerging Market Economies," (Panel Discussion), Academy of Management 1998 Meeting, San Diego, August 9, 1998.
132. "Challenges Managing Human Resources in China: A Survey of The Executive and Management Talent Market in China," University of Southern California, July 20, 1998.
133. Doing Business with China Pacific Rim Management Program, Marshall IBEAR Executive Programs, USC, June 24-26, 1998.
134. Chaired '98 CEOs and Entrepreneur Forum and presented a paper on "Strategic Management for Jiangsu Enterprises," at the Forum "in Nanjing, May 5, 1998.
135. "Analysis on Demand, Supply, and Development of Executives and Middle Managers in China," lectured at the School of Business, the University of Nebraska-Omaha, April 18, 1998.
136. "Current Status of Demand, Supply, and Development of Executives and Middle Managers in China," presented at China Business Forum in Hong Kong, December 17, 1997.
137. "Economies of Common Governance and the Competitive Strategies for MNCs," presented at International Conference on Economic Globalization and 21 Century Mid-Asian Economy, Urumqi, Xinjiang, September 11-15, 1997.
138. "Cross-Cultural Management for Transnational Corporation," lectured at the School of

- Business, The University of Tasmania, Australia, August 8-10, 1997.
139. "How to do Business with China," PRIME CHINA MBA PROGRAM, School of Business, The University of Southern California, USA, April 19-25, 1997.
 140. "Human Resources Management in Chinese Joint Ventures," City University of Hong Kong, March 29-April 4, 1997.
 141. "Challenges for Foreign Corporations in China: Cultural Differences and Cross-Cultural Management," Second International symposium on Multinational Business Management, Nanjing, December 12-14, 1996.
 142. "Human Resource Management and Development in Chinese Enterprises," Second South China International Symposium, Macau, November 4-7, 1996.
 143. "Multinational Corporation and Asia Economy," Fifth Conference on East Asia Economy, Bangkok, Thailand, October 25-26, 1996.
 144. "Human Resource Management of Taiwanese Enterprises in the Mainland," International Symposium on Global and Comparative Studies on Chinese Business and Trade Links, Beijing, September 10-12, 1996.
 145. "The Development of Multinational Corporations and the Economic Growth in Asia," Speaker at the China-Asia Forum: Towards Stability & Prosperity for Asia in the 21st Century, Kuala Lumpur, Malaysia, September 2-3, 1996.
 146. "Human Resources Management in China and the Labor Law," The School of Business Administration, The University of Southern California, July 17, 1996.
 147. "Human Resources Management and Chinese and Singapore Joint Venture Management," Public Talk in Singapore, April 6, 1996.
 148. "Career Planning and Human Resources Management in China," College of Business, Florida Atlantic University, July 17, 1995.
 149. "Chinese Labor Law and Human Resources Management," School of Business, The University of Missouri-St. Louis, July 13, 1995.
 150. "Human Resources Management in Chinese Enterprises," College of Business and Public of Administration, the University of Missouri-Columbia, June 26, 1995.
 151. "Chinese Management Education and Modernization Process," presented at The Second Conference on Education toward Social Progress, May 19-22, 1995.
 152. "Market Economy and Reforms on Personnel Management in China," Bond University, Australia, March 6-8, 1995.
 153. "Transnational Banking Industry in the Foreign Countries and Strategies for the Development of Internationalizing China's Banking Industry," presented at '94 China Banking & Insurance Internationalization Symposium, Fuzhou, November 1-3, 1994.
 154. "Strategic Alliances: The New Trend on the Development of Multinational Enterprises," presented at the Seminar on the World Economy and Internationalization of Chinese Enterprises, Jiangying, May 17-20, 1994.
 155. "Human Resources Management and Labor-Management Relations," presented at the First China and South China International Symposium, Macau, March 28-30, 1994.
 156. "Strategies for the Internationalization of Jiangsu Enterprises," '93 China Multinational Business Management, Shanghai, December 6-9, 1993.
 157. "World Economy and the Internationalization of Jiangsu Enterprises," Seminar on Jiangsu Economic Internationalization, Wuxi, September 20-23, 1993.

- 158."Observations about Further Higher Education Reform and International Business Education in the PRC," Claremont Graduate School, California, USA, August 19, 1993.
- 159."Chinese Multinational Corporations and the Future Strategies," and "Human Resources Management and the Joint Ventures in China," Canada-Pacific Rim Center and Faculty of Management, University of Toronto, Canada, July 28-29, 1993.
- 160."China's Investment Abroad and the Development of Chinese MNCs," Faculty of Administrative Studies and Faculty of Arts, York University, Canada, July 20, 1993.
- 161."Cross-Cultural Training for Multinational Business," International Symposium on Multinational Business Management, Nanjing, December 10-12, 1992.
- 162."A Preliminary Study of Self-Directed Learning Readiness in China, Hong Kong and the United States and the Implications for Global Competition," co-authored with Paul J.Guglielmino, International Symposium on Multinational Business Management, Nanjing, December 10-12, 1992.
- 163.Pacific Asian Lecture Series, "The Development and Trend of Chinese Multinational Companies," College of Business Administration, The University of Hawaii at Manoa, July 23, 1992.
- 164.International Faculty Development Program, "China Prospects for International Business: Economics & Politics," College of Business Administration, The University of Hawaii at Manoa, July 14-15, 1992.
- 165.Summer Colloquium, "Human Resources Management in Chinese Enterprises," Pacific Asian Management Institute, The University of Hawaii at Manoa, July 13, 1992.
- 166.Nanjing Municipal Government Lecture Series, "World Regional Economic Groups and Chinese Multinational Business Management", May 13, 1992.
- 167.Nanjing Bus Corporation, "New Perspectives on Human Resources Management", April 29, 1992.
- 168."Issues on Sino-German Mutual Investment," International Symposium on EC Unified Common Market" Nanjing, March 30-April 3, 1992.
169. Lecture at School of Education, University of Missouri-Kansas City on "Global Perspective on Higher Education," June 28, 1991.
- 170.Henry W. Bloch School of Business, University of Missouri-Kansas City, lecture entitled, "Chinese Cultural Values and Human Resource Management," June 27, 1991.
- 171.The Asian Affairs Program, The University of North Carolina at Charlotte, lecture entitled, "Cultural Factors and Human Resources Management in China," March 22, 1991.
- 172.International Center, Winthrop College, lecture entitled "Human Resources Management in China," March 21, 1991.
- 173.Department of Management, The University of North Carolina at Asheville, participant in panel discussion on "International Management" on March 21, 1991; and lecture entitled, "Human Resource Management in China," March 20, 1991
- 174.College of Business, Florida Atlantic University, lecture entitled, "Human Resources Management in China," November 30, 1990.
- 175.College of Business, Florida Atlantic University, lecture entitled, "Comparative Human Resources Management," November 19, 1990.
- 176.College of Education, Florida Atlantic University, lecture entitled, "Chinese Values and

- Learning Styles in the Educational System," November 13, 1990.
- 177.College of Business and Public Administration, The University of Missouri-Columbia, lecture entitled, "International Programs in Chinese Universities," July 9-12, 1990.
 - 178.School of Education, The University of Missouri-Columbia, lecture entitled, "Cultural aspects of Chinese education," July 9-12, 1990.
 - 179.School of Education, The University of Missouri-Kansas City, lecture entitled, "Recent Reforms in Chinese Higher Education," July 2-6, 1990.
 - 180.Grinnell College, lecture entitled, "China's Higher Education: Recent Reforms and International Exchange," April 12, 1990.
 - 181.Hamline University, lectures entitled, 1. "Chinese Education and Culture," 2. "Importance of International Education," 3. "Current Chinese Educational Reforms and 4."Campus Governance of Chinese and American Universities," April 9-11, 1990.
 - 182.Brown University, lecture entitled, "International Education Exchanges and Recent Reform of Chinese Higher Education," October 19, 1989.
 - 183.School of Education, the University of Connecticut, lecture entitled, "The University in China Today," October 18, 1989.
 - 184.The Fletcher School of Law and Diplomacy, Tufts University, lecture entitled, "International Education Exchanges and the Open Door," October 16, 1989.
 - 185.The Fulbright Program Evaluation Reentry Seminar for PRC Students, participant in panel discussion on reentry and academic experience in the United States, San Francisco, February 2-5, 1989.
 - 186.Ramapo College of New Jersey, lecture entitled, "Chinese Higher Education: History, International Exchange Programs, and Recent Reforms," December 12-14, 1988.
 - 187.North-South Conference, The Armand Hammer United World College of the American West, lecture entitled, "Reforms in Chinese Higher Education," January 28-30, 1988
 - 188.Lock Haven University (PA), lecture entitled, "International Educational Exchanges at Chinese Universities," October 25-27, 1987.
 - 189.Seton Hill College (PA), lecture entitled, "Development of Chinese Higher Education," October 22-24, 1987

L. ADVISING GRADUATE STUDENTS

Advising 30 post-doctoral fellows with 28 have completed their work; 103 Ph.D. students with 81 graduated; 58 master students with 51 having finished their programs; 157 masters in business administration with 148 graduated; 83 EMBA students, with 75 graduated. 31 Sino-Dutch International EMBA students, with 30 graduated.41 Sino-Dutch International MBA students, with 40 graduated. Supervising 15 DBA and 3 Ph.D. students for Macao University of Science and Technology with 12 graduated; co-advised one Ph.D. student at Harbin Institute of Technology and advise two DBA students for Tongji University in Shanghai with one graduated. And advising 9 visiting scholars and 9 have completed their work.

M . INTRODUCTION OF BOOKS

1、 *International Business: Human Resource Management*

AUTHOR: Shuming ZHAO

PUBLISH UNIT: Nanjing University Press

PUBLISH DATE: 1992, 1998, 2005, 2010, 2016

WORDS: 410,000

This book is the first one which studies international Human Resource Management systematically in China. Under the trend of integration of world economy, multinational corporations develop swiftly in the world. The research on Human Resource Management just breaks the ice, and the lack of data and complexity of HRM in international enterprises make this book possess more practical and theoretical significance.

The book discusses HRM of international enterprises mainly from following four aspects: human resource management of all over the world; organizational basis of HRM in international enterprises; methodology basis of international HRM; and multinational corporations' HRM problems.

The book builds up modern Human Resource Management theory system, and introduces research works and development trend of this field systematically in Western countries. The book was characterized by its clear conceptualization, rich bibliography, comprehensive theoretical framework, and creative viewpoints. Until this today, it is still a must-have reference book for human resource management researchers in China. Nanjing University and the State Education Commission awarded this book as best book in the HRM area.

2、 *Human Resources Management in Chinese Enterprises*

AUTHOR: Shuming ZHAO

PUBLISH UNIT: Nanjing University Press

PUBLISH DATE: 1995

WORDS: 474,000

The book is the first one that studies human resource management in Chinese enterprises. With the expansion of human resource management research, it is very important to connect advanced theories of western countries and Chinese management practice. As the primary exploration of HRM practices in Chinese enterprises, this book emphasizes the incorporation of theories home and abroad and practices of Chinese enterprises. The author gives readers a kind of fresh feeling through exploration and further research, and it also fills up the blank on systematical research of Chinese human resource management.

The book discusses the HRM problems of Chinese enterprises from micro and macro aspects by analyzing the reformation of labor, human resource, and distribution in Chinese

enterprises. The macro-control part has six chapters, which emphasizes concept, characteristic, quality and quantity of human resource management, and analyzes macro-allocation and strategy plan of human resource, and it also discusses Chinese labor market and guidance of employment under the market economy. The micro-control part has twelve chapters in total, and it mainly discusses total HRM practices in reality such as recruitment, employment, performance evaluation, compensation, welfare management, personnel management, psychology, leadership, communication, labor relations, culture, the flow of employees, and so on.

3、 Introduction to Human Resource Management

AUTHOR: Shuming ZHAO

PUBLISH UNIT: China Personnel Press

PUBLISH DATE: 1998

WORDS: 225,000

This book is the result of Prof. Shuming ZHAO's research on HRM in 1996, when he was awarded "Best Scholar for The Trans-Century Excellent Young Scholars Program Foundation" of China's State Education Commission. As a textbook, this one integrates theories and practices of Chinese HRM on the basis of sufficient western theories, and provides an entire development of HRM for readers.

The book mainly has four characteristics: The first is prospectively. It considers present and future development of human resources sufficiently; the second is practicability. It makes effort to combine the theory with practice, and not only discusses up-to-date theory but also introduces HRM methods home and abroad; the third is systematic. The book introduces some basic key elements in enterprises' human resource management in detail; The fourth is timely. It is tied with national economic system and enterprises' reform, and has stronger pertinence.

4、 Corporate Human Resource Management and Development: An International Comparison

AUTHOR: Shuming ZHAO

PUBLISH UNIT: People's Press

PUBLISH DATE: 1999

WORDS: 334,000

This book is the result of research on "Human Resources Development and Management in the Process of the Internationalizing China's Enterprises," which funded by the National Natural Science Foundation of China. In the comparative research of human resource management, most of the scholars adopt qualitative research mainly because quantitative research is more difficult, expensive and time-consuming. After two years of extensive research, and based on a great deal of literatures and field surveys in almost 100 state-owned

enterprises, private companies and joint ventures, Prof. Shuming ZHAO successfully completed the research project.

This book has three parts. The first part discusses and introduces HR development theories, HR development plan, effect and experiences of different continents and some successful enterprises in the world. The second part emphasizes current development of HRM and puts theories into practice, and then forms concrete principle and method of this subject. The last part specially studies the situation of HRM in Chinese enterprises. This book is the first one analyzes and evaluates HRM of Chinese enterprises through international comparison of different countries, different areas, different industries and different ownership.

5、 Research on Human Resource Management

AUTHOR: Shuming ZHAO

PUBLISH UNIT: China Renmin University Press

PUBLISH DATE: 2001

WORDS: 300,000

This book traces the evolution of Human Resource Management in the past century, and analyzes the trend and necessity of transformation between traditional HRM and modern HRM. Based on the key point of HRM, it discusses the concept of HRM efficiencies and effectiveness, the relationship, process and method between HRM and enterprises' efficiencies and effectiveness comprehensively. It also draws up-to-date conclusions on some fresh issues about HRM, such as the relationship between HRM and enterprises' evolution, entrepreneurs' compensation system, employees' knowledge management, HRM in high-tech enterprises and so on; and puts forward approaches on building and developing HRM mechanism in state-owned enterprises according to development of state-owned enterprises' HRM system; and summarizes current situation of HRM research abroad and enterprises' HRM in 21 century. This book is the results of Prof. Shuming ZHAO's key research project "On Theories of Enterprise Human Resource Development and Management Countermeasures," funded by the National Natural Science Foundation of China.

6、 A Study of Professional Competence of Chinese Managers

AUTHOR: Shuming ZHAO

PUBLISH UNIT: Peking University Press

PUBLISH DATE: 2008

WORDS: 397,000

In this book, the theories and practices of Chinese manager professionalization and manager professionalized competent qualities were empirically researched and explored in a systematical and comprehensive way, with the manager professionalized competent qualities as the core and from the macro and micro, theoretical and empirical angles. The content of

the book is divided into three parts, which are theoretic section, empirical section and application section. The theoretic section mainly includes manager professionalization overview, manager competent qualities, professional ethics in business manager professionalization, and countermeasures for business manager professionalization and theoretical construction for competent qualities. The empirical section includes empirical research into business manager professionalized competent qualities model and features, the construction and verification of the integral model of business manager competent qualities, and the construction and empirical study on the models of business manager professionalized competent qualities on various management level, in different industries, varied positions and different areas. The application section analyzes and explores into the practice of professionalized competent qualities of the various professions in Chinese main industries, such as human resources management, hospital administration, college management and international managers.

This book not only systematically explores the theories about manager professionalization and competent qualities, but also deeply analyzes the practices of manager professionalization in several particular industries, and provides relative countermeasures and suggestion.

7、International Human Resource Management (5th Edition)

AUTHOR: Shuming ZHAO (co-authored with Liu Yan, Peter J. Dowling, Marion Festing and Allen D. Engle, Sr.)

PUBLISH UNIT: China Renmin University Press

PUBLISH DATE: 2012

WORDS: 420,000

This book discusses Human Resource Management of multinational corporations.

Besides discussing HRM practices of many countries in the world, this book also emphasizes how multinational corporations choose and what should be considered when they put HRM into practice. Based on international HRM practice experiences and some research results aboard, this book embodies up-to-date status of multinational corporations' HRM.

This book has 12 chapters, which includes large amount of data of multinational corporations' HRM. This book brings forward many important issues of multinational corporations' HRM, and provides a lot of valuable information for HR professionals who feel interested in this field. This book can be used as a textbook of international Human Resource Management, comparative management and international management.