

## DR. SHASHA ZHAO

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## AWARDS & NOMINATIONS

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- Research: Winner of Best Paper Award at Euro-Asia Management Studies Association Annual Conference
- Research: Nominated for Fellowship of Royal Society of Arts, Manufactures, and Commerce
- Impact: Awardee of The Surrey Values Awards for demonstrating values in inclusion, inspiration, innovation, and integrity
- Impact: Nominated for the position of Vice President Program of the Academy of International Business Executive Board
- Teaching: Nominated for Most Empowering Teacher Award at Middlesex University Annual Teaching Competition

## HIGHLIGHTS

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- Co-Founder and Co-President: Academy of International Business Sustainability Shared Interest Group
- Co-Director: Centre for Social Innovation Management, University of Surrey
- Senior Editorship: 3 journals
- Special Issue Editorship: 6 journals
- Accumulated research grants: exceeded £300,000
- Latest teaching score: 93%
- Council advisor: to Academy of International Business Executive Board
- Invited speaker: 7<sup>th</sup> and 8<sup>th</sup> World Investment Forum, UNCTAD Webinar, and Green Institute Symposium
- Paper on multinationals and Covid: selected for inclusion in WHO Global Covid-19 Research Database

## QUALIFICATIONS

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### Academic

- PhD, International Business, Manchester Business School, University of Manchester, 2011
- MPhil, Management Research, Manchester Business School, University of Manchester, 2007
- MSc, Global Business Analysis, Manchester Business School, University of Manchester, 2005
- BA Hons, Management, University of Leeds, 2004

### Professional

- PG Certificate in Higher Education, Higher Education Academy, 12/2014
- Professional Diploma in Marketing, Chartered Institute of Marketing, 07/2004

## EMPLOYMENT

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### Full-time positions

Position: Associate Professor of International Business and Innovation

Period of Employment: 01/08/2020 – current

Employer: **University of Surrey**, Business School

Position: Senior Lecturer in International Business

Period of Employment: 01/09/2013 – 31/07/2020

Employer: **Middlesex University**, Business School

Position: Lecturer in International Business

Period of Employment: 01/09/2012 – 31/08/2013

Employer: **Plymouth University**, Management School

Position: Research Fellow of Asia-Pacific Business Studies

Period of Employment: 01/02/2012 - 31/08/2012

Employer: **Royal Holloway**, University of London

### **External Affiliations**

Co-Founder and Co-President<sup>1</sup> of Academy of International Business Sustainability Shared Interest Group

Period: 07/2019 – current

Institution: Academy of International Business, USA

Co-Director of Centre for Social Innovation Management

Period: 12/2023 – current

Institution: University of Surrey, UK

Visiting Doctoral Supervisor of Gordon Institute of Business Science

Period: 06/2022 – current

Institution: University of Pretoria, South Africa

Associate of Africa-Asia Sustainability Research Centre

Period: 05/2020 – current

Institution: University of Aberdeen, UK

Associate of Centre for International Business and Development

Period: 01/07/2020 – current

Institution: University of Sussex, UK

Visiting Research Fellow

Period: 01/01/2020 – 01/04/2020

Institution: University of Sussex, UK

### **Fellowships**

Royal Society of Arts, Manufactures, and Commerce

Fellow, 2023 – current

Institute for Sustainability, University of Surrey

Fellow, 2022-current

Higher Education Academy,

Fellow, 2015 - current

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## **EDITORIAL EXPERIENCE**

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### **Research Overview**

Keywords: Multinational enterprise, innovation, knowledge management, R&D internationalization, sustainable development, sustainability, emerging economy, sustainable innovation, digital technology, industry 4.0

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<sup>1</sup> See: <https://sustainabilitysig.aib.world/>

- Innovation and knowledge management of MNEs in and from emerging economies
- Sustainability implications of MNE innovation and knowledge management
- Digital innovation of MNEs and EMNEs

### **Editorial Responsibility**

#### Senior/Associate Editorship

- *Asian Business and Management*
- *European Journal of International Management*
- *European Management Journal*

#### Guest Editorship

- *Global Strategy Journal, 2024:*  
Global innovation in an era of disruptive changes, status: CfPs forthcoming
- *Journal of Management Education, 2024*  
SI: Enhancing social impact in business and management: The role of education for business leaders in addressing grand societal challenges, status: CfPs
- *International Business Review, 2023:*  
SI: MNE innovation for achieving sustainable development goals, status: editing in process
- *Asian Business and Management, 2023*  
SI: Achieving the sustainable development goals, prospects and implications for Euro-Asia business, status: editing in process
- *AIB Insights, 2022*  
SI: Managing sustainable development in International Business, status: published
- *Critical Perspectives on International Business, 2021*  
SI: Do MNEs contribute to, or reduce, inequality?, status: published

#### Editorial Board Member

- *Asia Pacific Journal of Management*
- *Management International Review*
- *Journal of International Business Policy*
- *Cross Cultural and Strategic Management*
- *International Journal of Emerging Markets*

#### Reviewer Responsibility

*Journal of International Business Studies*

*International Business Review*

*Journal of International Management*

*Management and Organization Review*

*British Journal of Management*

*Human Resource Management Journal*

Social Sciences and Humanities Research Council of Canada (Insight Grant, B&M Track)

European Commission H2020 Programme (expert ID: EX2016D275850)

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## **PUBLICATIONS**

**Zhao, S.**, Ara Peerally, De Fuentes, C., Gonzalez-Perez, M. A. 2024, MNE innovation for achieving sustainable development goals: A conceptual framework, *International Business Review*, forthcoming

Sugeno, S., Yoshikawa, T., Rajwani, T., **Zhao, S.** 2024, Undermining employee wellbeing? The impact of shareholder activism on human capital in Japanese firms, *Academy of Management Perspectives*, forthcoming

Beamond, M., Schmitz, M., Cordova, M., **Zhao, S.**, Panina, D. 2024, Sustainability in business education: A systematic review and future research agenda, *Critical Perspectives on International Business*, forthcoming

Han, X., Vashchilko, T., **Zhao, S.**, Liu, X.H. 2024, International relations in international business research, *Journal of Business Research*, 174, 114536.

**Zhao, S.** 2024, The role of foreign multinational corporations in innovation capability upgrading of subnational peripheries. In *International Business and SDG 8: Exploring the Relationship between IB and Society* (pp. 155-173). Cham: Springer Nature Switzerland.

Zhang, L., **Zhao, S.**, Kern, P., Edwards, T., Zhang, Z.X. 2023, The pursuit of indigenous innovation amid the Tech Cold War: The case of a Chinese high-tech firm, *International Business Review*, 32(6), 102079.

Dilyard, J., **Zhao, S.** 2023, Can Corporations Fill the Agenda 2030 Void Left by Governments? *SustainE*. 1 (1), 144-146.

**Zhao, S.**, Ku, S., Dilyard, J. 2023, Global waste crisis and the role of international firms, in (Eds) Ghauri, et al., *Creating a Sustainable Competitive Position: Ethical Challenges for International Firms*, Emerald

**Zhao, S.**, Dilyard, J. 2023, The inconvenient truth: How business models can cause responsible companies to act irresponsibly, in (Eds) Goerzen et al., *Research Handbook on International Corporate Social Responsibility*, Edward Elgar

Santiago, F., Ara Peerally, J., De Fuentes, C., **Zhao, S.**, 2022, Op-Ed: How multinationals can leverage social innovations to tackle COVID-19 challenges, *United Nations Industrial Development Organization*, available at <https://iap.unido.org/articles/how-multinationals-can-leverage-social-innovations-tackle-covid-19-challenges>

**Zhao, S.**, Dilyard, J., Rose, E. L. 2022 Managing Sustainable Development in International Business: Challenges and Insights, *AIB Insights*, 22(1), 1-3

Ara Peerally, J., De Fuentes, C., Santiago, F., **Zhao, S.** 2022, The sustainability of multinational enterprises' pandemic-induced social innovation approaches, *Thunderbird International Business Review*, online first, DOI:10.1002/tie.22256

**Zhao, S.**, Liu, X., Andersson, U., & Shenkar, O. 2022, Knowledge management of emerging economy multinationals. *Journal of World Business*, 57(1), 101255.

Dodourova, M., **Zhao, S.**, & Harzing, A. W. 2021, Ambidexterity in MNC knowledge sourcing in emerging economies: A microfoundational perspective. *International Business Review*, 101854.

Dilyard, J., **Zhao, S.**, Jacqueline Yu, 2021, Digital innovation and industry 4.0 for global value chain resilience: The case of Covid-19 and beyond, *Thunderbird International Business Review*, 63(5), 577-584

**Zhao, S.**, Gooderham, P., Harzing, AW, Papanastassiou, M. 2021, Do MNEs contribute to, or reduce global inequality? *Critical Perspectives on International Business*, 17 (1), 1-7

Priporas, C.V., **Zhao, S.**, Papanastassiou, M., Best, S. 2021, Cultural heritage as an engine of sustainable development in the tourism sector, *Engines of Economic Prosperity*, Springer: Cham

**Zhao, S.**, Pearce, R. P., Papanastassiou, M., Chie Iguchi, 2020, MNE R&D internationalization in developing Asia, *Asia Pacific Journal of Management*, 38:789-813

[Winner of Best Paper Award, Euro-Asia Management Studies Association Annual Conference, Austria, 2019]

**Zhao, S.**, Tan, H. Papanastasiou, M., Harzing, A.W., 2019, The internationalization of innovation towards the South: A historical case study of a global pharmaceutical corporation in China (1993-2017), *Asia Pacific Journal of Management*, 37:553-585

**Zhao, S.** 2019, Healthy cities and sustainable innovation, *Encyclopedia of UN Sustainable Development Goals*, Springer: Cham

Zhang, S., **Zhao, S.**, Papanastassiou, M., Bournakis, I., Pearce, R. P. 2018, Does subsidiary role determine subsidiary technology? Empirical evidence from China, *Journal of Economia Politica*, 2018, 35(2), 623-648

**Zhao, S.**, Papanastassiou, M., Sinani, E., Pearce, R.P., Bassiakos, Y.C. 2018, Unfolding intra-organizational perception gap in decision making between headquarters and subsidiaries, in (Eds) Castellani, et. al, *Contemporary Issues in International Business: Institutions, Strategy and Performance*, The Academy of International Business (UKI Chapter) Book Series, Palgrave MacMillan

Mabey, C., **Zhao, S.** 2017, Managing five paradoxes of knowledge exchange in networked organisations: new priorities for HRM? *Human Resource Management Journal*, 27 (1), 39-57

**Zhao, S.**, Priporas, C. 2017, Information technology and marketing performance within international market-entry collaborations: a review and an integrated conceptual framework, *International Marketing Review*, 34 (1), 5-28.

**Zhao, S.** 2017, The problem of constructive dis-alignment in international management education: An integrative approach to enhancing teaching and learning, *Journal of Teaching in International Business*, 27 (4), 179-196

### Research pipeline

**Zhao, S.**, Buckley, P., Voss, H., The microfoundations of EMNE learning, *Human Resource Management*

**Zhao, S.**, Ciulli, F., Van-Assche, A., Kolk, A., MNE innovation for tackling grand societal challenges, *Global Strategy Journal*

Oberhauser, M., **Zhao, S.**, The socio-environmental impact of post-consumption GVCs: Pursuing a circular value chain

Fu, X.L., Xu, H., **Zhao, S.**, Akter, S. Ghauri, P. Unlocking the nexus of multinational enterprises and social upgrading in african economies: A microfoundations approach, *Journal of World Business*

Zhang, S., Rygh, A. **Zhao, S.** Internationalization and innovation performance of emerging market firms: The role of state ownership, *Journal of International Business Studies*

**Zhao, S.**, Philips. T., Lawton, T. Business model innovation in firm internationalization: A review and future agenda, *International Business Review*

**Zhao, S.**, Dilyard, J., Jones, G. Innovation in global value chains for responsible production and consumption: an antidote to deglobalization? *Journal of International Business Studies*

Chen, T., Fan, Y., **Zhao, S.**, Rajwani, T., Do green resources matter? Enhancing firm performance through sustainable practices, *Journal of Business Ethics*

Fan, Y., Zhao. S., Rajwani, T. Unravelling the impact of network breadth and R&D investment on green innovation: The case of European subsidiaries, *Research Policy*

Ara Peerally, J., De Fuentes, C., **Zhao, S.** Relocation of headquarters by social multinational enterprises from emerging economies: social benefits or firm interest? *Journal of World Business*

### ACADEMIC RECOGNITION

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#### Speaker invitations

##### *Invited advisor:*

A member of the Academy of International Business Advisory Council (along with Robert Grosse, Maria Tereza Fleury, Geoffrey Jones, Sri Zaheer, Peter Liesch, Stewart Miller, William Newbury, and Jeremy Clegg) to advise the AIB Executive Board of its development, expenditures, and initiatives.

*Invited keynote speaker:*

UNCTAD-AIB Inaugural Joint Webinar (03/2021)

Topic: Investment in Sustainable Recovery

Academy of International Business Oceania Chapter Annual Conference (10/2021)

Topic: The complexity of interconnectedness in sustainability research in IB

UNCTAD 7<sup>th</sup>World Investment Forum (10/2021)

Topic: Investment in Sustainable Development Academic Daily Roundup

UN-SDSN Green Institute Green Day Symposium (06/2022)

Topic: MNE Innovations for Tackling Grand Societal Challenges

UNCTAD 8<sup>th</sup>World Investment Forum (10/2023)

Topic: The role of MNEs in Africa's social upgrading

*Invited panel speaker:*

European International Business Academy (Leeds, 12/2019)

Topic: Can MNEs be a force for good? Lessons from history

Other panel speakers are Jonathan Doh (University of Villanova), John Dilyard (St. Francis College, New York), Sandra Seno-Alday (University of Sydney)

Academy of International Business Annual Conference (Copenhagen, 06/2019)

Topic: R&D internationalization in the era of ferment

Other panel speakers are Charles Dhanaraj (University of Denver), Rishikesha Krishna (IIMB), Max von Zedtwitz (Copenhagen Business School)

Academy of International Business UK&I Annual Conference (Glasgow, 04/2023)

Topic: The role of MNEs in global waste crisis

Other panel speakers are Pervez Ghauri (University of Birmingham), Roshan Booijhawon (University of Birmingham), and Lee Mellor (SC Johnson Professional, VP Europe)

Academy of International Business UK&I Annual Conference (Aston, 04/2024)

Topic: MNE innovations in time of disruptions

Other panel speakers are Peter Buckley (University of Manchester), Roger Strange (University of Sussex), Marina Papanastassiou (University of Leeds)

University of Oxford Annual Conference on Comparative Political Economy of Global Business (Said Business School, 05/2024)

Topic: International relations in international business: What the future holds

## **Academic Impact**

*Co-Founder and Co-President:*

Academy of International Business Sustainability Shared Interest Group (over 300 members and 70 initiatives)

*Executive Committee Member*

CYGNA - Global Female Academics Network (over 300 global members and 50 meetings)

*Conference Track Chair:*

AIB 2021 Inaugural Sustainability Track, Miami

EIBA 2022 Emerging Markets Track, Oslo

International Conference on Sustainable Development 2020 & 2021 MNEs Track, New York

*Workshop organized (not an exhaustive list):*

British Academy of Management (09/2017)

Topic: Bridging the Gap between (Professional) Engagement and (Academic) Research

Academy of International Business Sustainability Shared Interest Group (07/2020)

Topic: How to publish sustainability research in IB

Academy of International Business Sustainability Shared Interest Group (12/2021)

Topic: A Conversation about Sustainability Research in IB

Academy of International Business Sustainability Shared Interest Group (12/2022)

Topic: 4 Theme-based Roundtable Discussions on Sustainability in IB

Academy of International Business Sustainability Shared Interest Group (04/2023)

Topic: Career in Sustainability Workshop

Academy of International Business Sustainability Shared Interest Group (04/2024)

Topic: The Work Package Workshop

Academy of International Business Sustainability Shared Interest Group (09/2024)

Topic: Sustainability in International Business Annual Forum

Academy of International Business Sustainability Shared Interest Group (11/2024)

Topic: Career and research in Sustainability Workshop

*Conferences organized (not an exhaustive list):*

Academy of International Business Sustainability Shared Interest Group (12/2021)

Topic: First Annual PhDs and ECRs Symposium

Academy of International Business Sustainability Shared Interest Group (01/2023)

Topic: Second Annual PhDs and ECRs Symposium

Academy of International Business Sustainability Shared Interest Group (05/2023)

Topic: Inaugural AIB Sustainability SIG Annual Conference

*Networking event organized (not an exhaustive list):*

Academy of International Business Annual Conference (Virtual, 06/2021)

Topic: Sustainability SIG social network events

Academy of International Business Annual Conference (Miami, 06/2022)

Topic: Sustainability SIG social network event

Academy of International Business UK&I Annual Conference (Reading, 04/2022)

Topic: Sustainability SIG social network event

Academy of International Business UK&I Annual Conference (Glasgow, 04/2023)

Topic: Sustainability SIG social network event

European International Business Academy (Madrid, 12/2021)

Topic: Sustainability SIG social network event

*Webinars organized (not an exhaustive list):*

Academy of International Business Sustainability Shared Interest Group (07/2020)

Topic: How to publish sustainability research in IB

Academy of International Business Sustainability Shared Interest Group (04/2021)

Topic: Human Rights and Regulations

Academy of International Business Sustainability Shared Interest Group (11/2021)

Topic: Complementary Actors in Sustainability Research in IB

Academy of International Business Sustainability Shared Interest Group (02/2022)

Topic: Equality and Diversity in Sustainable Development

Academy of International Business Sustainability Shared Interest Group (03/2022)

Topic: Sustainability in Emerging Markets: Where are we at?

Academy of International Business Sustainability Shared Interest Group and AIB Insights

Topic: Managing sustainable development in international business: challenges and insights

*Panels organized (not an exhaustive list):*

Academy of International Business Annual Conference (Virtual, 06/2020)

Topic: Sustainability in IB

Academy of International Business UK&I Annual Conference (Reading, 04/2022)

Topic: Sustainability in IB

Academy of International Business UK&I Annual Conference (Glasgow, 04/2023)

Topic: The role of MNEs in global waste crisis

European International Business Academy (Oslo, 12/2022)

Topic: Do MNE business models contribute to tackling or give rise to grand societal challenges?

Topic: Can MNEs contribute toward sustainability and the achievement of the SDGs in the absence of official governmental action?

British Academy of Management Annual Conference (Sussex, 09/2023)

Topic: (How) do MNEs benefit or exploit host countries?

## Member of professional bodies

Academy of International Business

Academy of Management  
British Academy of Management  
Euro-Asia Management Studies Association  
European International Business Academy  
Strategic Management Society

## TEACHING AND ADMINISTRATION

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### *Module Leadership: International Business Strategy (UG & PG)*

Main responsibilities: Module (re)design and development, ensuring the emphasis is on critical thinking, self-initiated independent study, and latest IB knowledge; promotion of transferable skill and employability development through assessments, mini-consultancy competition, and IB cafés, and individual feedback sessions; integration and interaction between theories and latest practices as the pedagogical approach; learning contents enhanced by latest research outputs and latest macro trends. Latest teaching score based on student satisfaction is 93%.

### *Programme Directorship: MA International Business Management*

Main responsibilities: Programme development and enhancement; student recruitment, feedback and satisfaction management. Specifically, identification of developmental areas (outcome of constant communications with student voice leaders of Oct and Jan cohorts and student experience survey); suggestions for duplicated and outdated module teaching materials, common concerns of specific modules, and employability queries offered; timely support in student recruitment; programme cohesion through regular communication and meetings with module leaders

### *Programme External Examination: Kings College, Cranfield School of Management, University of Sussex, University of Newcastle, and Greenwich University*

Main responsibilities: to evaluate all forms of assessment for accuracy, clarity, fairness and consistency; to report on the structure, content, academic standards of programmes; to review alleged cases of assessment irregularities.

### *Department Research Lead:*

Main responsibilities: co-initiated with the Head of Department, the joint series initiative was established in early 2021 to better connect IB colleagues in the two Universities. It involves joint planning and delivery of monthly research seminars. World-class IB scholars have been invited to share and discuss their latest research with IB colleagues at Surrey and Sussex. It is also an excellent platform for networking.

### *Doctoral Supervision: 4 (2 completed, 2 current)*

### *PhD internal examination: 4 PhD transfers since 2017*

### *MPhil External Examination: University of Leeds Business School*

### *University of Surrey Research Ethics Committee: review research ethics applications within Surrey*

## RESEARCH FUNDING

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### **Successful Applications**

#### **European Commission Erasmus+ Fund, €280,000, 2015-2018**

Project: Promoting cultural heritage as a generator of sustainable development

Role: Co-investigator

#### **Middlesex University Research Facilitation Fund, £2,500, 2018-2019**

Project: The role of MNEs in upgrading innovation capability of EEs' peripheral regions

Role: Sole investigator

#### **HEC Montreal Start-up Grants, \$7,000, 2022-2023**

Project: Examining headquarter relocation of latecomer social multinational enterprises

Role: Co-investigator

Global University Partnership Network Collaboration Research Fund, \$10,000, 2022-2023  
Project: Moving the needle in WaSH R&D and impact: Global sharing of challenges and solutions  
Role: Co-investigator

Surrey Business School Impact Fund, £7,500, 2023-2024  
Project: The role of multinationals' innovations for tackling global wastes crisis  
Role: Sole investigator

### **Application under review**

British Academy ODA Challenge Fund, £200,000, 2024-2025  
Project: Developing industrial symbiosis initiative, policy, and action plan for Indonesia: A benchmarking approach to addressing the waste crisis  
Role: Principal investigator

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### **PERSONAL INTERESTS AND PASSION**

- Gold level donator to Women in Academy of International Business Shared Interest Group every year
- Made a total donation of 16,000 face masks to Surrey and Birmingham University during the Pandemic
- Regularly volunteers in local schools and communities
- Semi-professional badminton player in Badminton England County League (since 2005)
- Regular golf and piano player
- Travelled to over 40 countries

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