

STRA6015 – Research Seminars in Strategic Management II
Critical Review and Model Development
Faculty of Business and Economics, University of Hong Kong

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Schedule - Friday (9:30-12:45): Jan 19, 26; Feb 2, 23; Mar 1, 8, 15, 22; Apr 5, 12

I. Course Information

Course Description:

This doctoral seminar covers advanced topics on strategy and international business (IB), with a focus on *critical review* of their theoretical foundations and substantial issues. Seminar topics include: state of strategy and IB research, firm capabilities and learning, product innovation, interfirm control and collaboration, global strategy, and emerging markets. The emphasis will be on the *critical review* of their theoretical framework and *model development* of new research projects.

Course Learning Outcomes (CLOs)

- To acquire an in-depth understanding of the *theories, concepts, models, and paradigms* that collectively form the foundation for strategy and IB (CLO1)
- To gain the critical review skills in identifying the major assumptions, strengths, and limitations of academic articles (CLO2)
- To develop the critical thinking skills in generating theory-driven research ideas and models (CLO3)
- To obtain the skills of developing and presenting research papers that are *publishable at international journals* (CLO4)

Alignment of Program and Course Outcomes

| RPg Program Learning Goals | Course LOs |
|--|------------------------|
| 1. To conduct quality research independently in their area of specialisation | CLO1, CLO2, CLO3, CLO4 |
| 2. To be able to teach subjects in their specialisation | CLO1, CLO2, CLO3, CLO4 |
| 3. To Inculcate professionalism and leadership. | CLO1, CLO2, CLO3, CLO4 |
| 4. To master communication skills. | CLO4 |

Recommended books:

Mintzberg, H, Ahlstrand B, Lampel JB. 2008 *Strategy Safari: Complete Guide Through the Wilds of Strategic Management*. Trans-Atlantic Publications, 2nd ed.

North, D. C. 2005. *Understanding the Process of Economic Change*. Princeton, NJ: Oxford University Press.

Porter, M.E. 1998. *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: The Free Press.

Smith KG, Hitt MA. (eds) 2007 *Great Minds in Management: The Process of Theory Development*. Oxford University Press.

Williamson, O. E. 1996 *The Mechanisms of Governance*. Oxford: Oxford University Press.

II. Course Assessment

Teaching and Learning Activities

Various activities will be employed, including lectures, class discussion and exercises, literature review, and research proposal.

| Course Teaching and Learning Activities | Expected contact hour | Study Load (% of study) |
|--|-----------------------|-------------------------|
| T&L1. Lecture with interactive exercises | 33 hours | 22% |
| T&L2. Critical review and research paper | 48 hours | 32% |
| T&L3. Self study | 69 hours | 46% |
| Total | 150 hours | 100% |

Assessment

| | |
|---------------------|-----|
| Class Participation | 20% |
| Critical Review | 30% |
| Research Paper | 50% |
| | 100 |

1. Class Participation (20%)

Attendance is a necessary condition for class participation. It is also important to attend all the classes because the most insightful ideas come primarily from class discussion.

To encourage learning, students are expected to actively participate in class discussion. You should read carefully all required readings before each class. You should be ready to talk about the main message, methodological sophistications, and possible extensions of the papers under required readings.

This part of the grade includes your attendance of the class (including timeliness), your role as a critique, as well as your contribution to class discussion of the assigned readings.

2. Critical Review (30%)

In each session, papers in the reading list will be assigned to each individual student. You must come to each class after thoroughly reading all the required readings.

A one to two page (typed, single spaced) *critical review of the assigned paper* will be required from each student. The critical review is not a simple summary of the paper; rather, it should focus on critique and possible extensions. Note that you are taking the **role of a journal reviewer** for a critical review. Please email me your report before each class.

Critical Review Guideline

- 1) **Summary:** a very brief summary (2 or 3 sentences) of the key messages of the paper.
- 2) **Statement:** do you like the paper? If yes, what are the contributions of the paper (i.e., what strikes me as interesting)? If not, why (in general)?
- 3) **Specific Comments (the most important part):** raise the **problems** and **concerns** point by point, usually following the paper's structure. For example,

- a) Is the main research question important/significant? Why?
 - b) Are the assumptions in the conceptual model valid? Why?
 - c) Is the hypothesis development solid? Is the logic clear? Why?
 - d) Is the research design, sampling, or empirical analysis appropriate?
 - e) Are the conclusions of the paper valid? Does the paper answer the questions proposed?
- 4) **Research Implications:** what are your **suggestions** for the authors to solve the issues you raise? What is the possible way of extension? How would you proceed?
 - 5) **Literature Relatedness:** How would you position the article among the assigned readings or in the field?

3. Research Paper (50%)

Every student must submit a research paper by the end of the seminar. The research project will involve writing a major publishable paper focusing on strategy and IB issues. You will need to read beyond the reading list to write a research paper. It should be 15 – 20 pages plus references. It should be an empirical paper without data and results sections at this stage, but including analyses and results in the paper is highly encouraged. The article should be developed with a targeted journal in mind, such as

- *Strategic Management Journal, Academy of Management Journal, Journal of International Business Studies, Journal of Marketing, Organization Science*
- *Journal of Management, Journal of Management Studies, Journal of the Academy of Marketing Science, Journal of Operations Management, International Journal of Research in Marketing*
- *Journal of International Management, Journal of International Marketing, Industrial Marketing Management, Journal of Business Research, Asia-Pacific Journal of Management.*

Notes

- Each student will submit a research paper by the last day of the class. You are also required to present your research in the class (10 minutes presentation plus 10-15 minutes Q&A)
- The PPT should include (1) the model with a key message (one sentence), (2) research gaps, (3) research questions, (4) theoretical base, (5) hypotheses, (6) research plan, and (7) potential contributions.
- Ideally, you should work on the empirical side of the paper during the rest of the year and send the full paper to major conferences such as Academy of Management, Strategic Management Society, or Academy of International Business, and then submit it to academic journals.

Learning Outcomes, Teaching and Learning Activities, and Assessment

| Course LOs | Activities | Assessment |
|---|------------|------------|
| To acquire an in-depth understanding of the <i>theories, concepts, models, and paradigms</i> that collectively form the foundation for strategy and IB (CLO1) | T&L1, 2, 3 | A1, 2, 3 |
| To gain the critical review skills in identifying the major assumptions, strengths, and limitations of academic articles (CLO2) | T&L1, 2, 3 | A1, 2, 3 |
| To develop the critical thinking skills in generating theory-driven research ideas and models (CLO3) | T&L1, 2, 3 | A1, 2, 3 |
| To obtain the skills of developing and presenting research papers that are <i>publishable at international journals</i> (CLO4) | T&L1, 2, 3 | A1, 2, 3 |

Standard of Assessment

Class participation, assignments, project reports and exams are graded using the following criteria:

| Grade | Course Grade Descriptor |
|-----------|--|
| A+, A, A- | Strong evidence of superb ability to fulfill the intended learning outcomes of the course at all levels of learning: describe, apply, evaluate and synthesis. |
| B+, B, B- | Strong evidence of ability to fulfill the intended learning outcomes of the course at all levels of learning: describe, apply, evaluate and synthesis. |
| C+, C, C- | Evidence of adequate ability to fulfill the intended learning outcomes of the course at low levels of learning; such as describe and apply, but not at high levels of learning such as evaluate and synthesis. |
| D+, D | Evidence of basic familiarity with the subject. |
| F | Little evidence of basic familiarity with the subject. |

III. COURSE POLICIES

Class Conduct: Please respect your instructors and your fellow students. You are required to attend all classes on time. If you have to miss a class, please write a formal notice to inform the instructor at least one day before the class.

Academic Dishonesty: The University Regulations on academic dishonesty will be strictly enforced. Please check the University Statement on plagiarism at <http://www.hku.hk/plagiarism/>

Plagiarism, cheating, and other misconducts: Academic dishonesty will NOT be tolerated. All materials submitted in this course must be your own original work. Any material not completely original must be credited to the proper source.

Attendance: According to FBE policy, students must attend at least 70% of classes in order to pass the course.

Sessions and Reading Lists

Session 1: Organization and Interactive Exercise

Topic: When West Meets East: How to Publish at International Journals

How to Write Academic Papers

Colquitt, J.A. & George, G. (2011). Publishing in AMJ-Part 1: Topic choice. *Academy of Management Journal*, 54(3), 432-435.

Bono, J.E., & McNamara, G. (2011). Publishing in AMJ-Part 2: Research Design. *Academy of Management Journal*, 54(4), 657-660.

Grant, A.M. & Pollock, T.G. (2011). Publishing in AMJ-Part 3: Setting the hook. *Academy of Management Journal*, 54(5), 873-879.

Sparrowe, R.T., & Mayer, K.J. (2011). Publishing in AMJ-Part 4: Grounding hypotheses. *Academy of Management Journal*, 54(6), 1098-1102.

Zhang, Y.A. & Shaw, J.D. (2012). Publishing in AMJ-Part 5: Crafting the methods and results. *Academy of Management Journal*, 55(1), 8-12.

Geletkanycz, M. & Tepper, B.J. (2012). Publishing in AMJ-Part 6: Discussing the implications. *Academy of Management Journal*, 55(2), 256-260.

Bansal, P.T. & Corley, K. (2012). Publishing in AMJ-Part 7: What's different about qualitative research. *Academy of Management Journal*, 55(3), 509-513.

Varadarajan, Rajan (1996), "From the Editor: Reflections on Research and Publishing," *Journal of Marketing*, 60 (October), 3-6.

Steward, David (2002), "Getting Published: Reflections of an Old Editor," (Editorial Statement), *Journal of Marketing*, 66 (Oct.), 1-6.

Session 2: Theories of Strategic Management

Hult, Tomas GM (2011), "Toward a Theory of the Boundary-Spanning Marketing Organization and Insights from 31 Organization Theories," *Journal of the Academy of Marketing Science*, 39, 509-536.

Rumelt, R., Schendel, D., & Teece, D. 1991. Strategic management and economics. *Strategic Management Journal*, 12, 5-29.

Rumelt, R.P., Schendel, D., & Teece, D. J. 1994. *Fundamental issues in strategy: A research agenda*. Boston, Mass.: Harvard Business School Press.

Hesterly, W., Liebeskind, J., Zenger, T. 1990. Organizational economics: An impending revolution in organization theory? *Academy of Management Review*, 15: 402-420.

Caves, R. 1998. Industrial organization and new findings on the turnover and mobility of firms. *Journal of Economic Literature* 36: 1947-1982.

Varadarajan, Rajan (2010), "Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises," *Journal of the Academy of Marketing Science*, 39(2), 119-140.

MacInnis, Deborah J (2011), "A Framework for Conceptual Contributions in Marketing," *Journal of Marketing* 75 (4), 136-154:

Session 3: Capability and Learning

Wales WJ, Parida V and Patel PC 2013. Too much of a good thing? Absorptive capacity, firm performance, and the moderating role of entrepreneurial orientation. *Strategic Management Journal*, 34: 622-633

Zhou, Z. Kevin, Chi Kin Yim, and David K. Tse (2005), "The Effects of Strategic Orientations on Technology- and Market-Based Breakthrough Innovations," *Journal of Marketing*, 69(2), 42-60.

Wernerfelt, Birger (1984), "A Resource-Based View of the Firm," *Strategic Management Journal*, 5, 171-80.

Cohen, Wesley M. and Daniel A Levinthal (1990), "Absorptive Capacity: A New Perspective on Learning and Innovation," *Administrative Science Quarterly*, 35(March), 128-152.

Barney, Jay B. (1991), "Firm Resources and Sustained Competitive Advantage," *Journal of Management*, 17 (1), 99-120.

Day, George S. (1994), "The Capabilities of Market-Driven Organizations," *Journal of Marketing*, 58 (October), 37-52.

Slater, Stanley F. and John C. Narver (1995), "Market Orientation and the Learning Organization," *Journal of Marketing*, 59 (July), 63-74.

Teece DJ, Pisano G, Shuen A. 1997. Dynamic capabilities and strategic management. *Strategic Management Journal* 18(7): 509-533

Barney, J. B. 2001. Is the resource-based "view" a useful perspective for strategic management research? Yes. *Academy of Management Review*, 26(1): 41-56

Priem, R., & Butler, J. 2001. Is the resource-based "view" a useful perspective for strategic management research? *Academy of Management Review*, 26(1): 22-40.

Session 4: Innovation and Digitalization

- Jean RJB, D Kim, KZ Zhou, and ST Cavusgil (2021), "E-Platform Use and Exporting: A Signaling Theory Perspective," *Journal of International Business Studies*, 52(8): 1501-1528.
- Sethi, Rajesh, Zafar Iqbal, and Anju Sethi (2012), "Developing New-to-the-Firm Products: The Role of Micropolitical Strategies," *Journal of Marketing*, 76(2): 99–115.
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- Damanpour, F. (1991) 'Organizational innovation: A meta-analysis of effects of determinants and moderators,' *Academy of Management Journal*, 34 (3): 555-90.
- March, J. G. 1991. Exploration and exploitation in organizational learning. *Organization Science*, 2(1): 71-87.
- Brown, Shona L and Kathleen M Eisenhardt (1995), "Product development: past research, present findings, and future directions," *Academy of Management Review*, 20 (2), 343-78.
- Ayers, Doug, Robert Dahlstrom and Steven J. Skinner (1997), "An Exploratory Investigation of Organizational Antecedents to New Product Success," *Journal of Marketing Research*, 34(February), 107-116.
- He, Z. L., & Wong, P. K. 2004. Exploration vs. exploitation: An empirical test of the ambidexterity hypothesis. *Organization Science*: 481-494.
- Jansen, J. J. P., Van Den Bosch, F. A. J., & Volberda, H. W. 2006. Exploratory innovation, exploitative innovation, and performance: Effects of organizational antecedents and environmental moderators. *Management Science*, 52(11): 1661-1674.
- Zhou, KZ and F Wu (2010), "Technology Capability, Strategic Flexibility, and Product Innovation," *Strategic Management Journal*, 31(5): 547–561
- Noordhoff, Corine S, Kyriakos Kyriakopoulos, Christine Moorman, Pieter Pauwels, and Benedict GC Dellaert (2011), "The Bright Side and Dark Side of Embedded Ties in Business-to-Business Innovation," *Journal of Marketing*, 75 (5), 34-52.
- Coviello, Nicole, E. and Richard M. Joseph (2012), "Creating Major Innovations with Customers: Insights from Small and Young Technology Firms," *Journal of Marketing*, 76(November), 87-104.
- Jansen, J. J., Simsek, Z., & Cao, Q. 2012. Ambidexterity and performance in multiunit contexts: Cross-level moderating effects of structural and resource attributes. *Strategic Management Journal*, 33(11): 1286-1303.
- Ceccagnoli M and Jiang L 2013 The cost of integrating external technologies: Supply and demand drivers of value creation in the markets for technology. *Strategic Management Journal*, 34: 404-425
- Li, H., Fang, Y., Lim, K. H., & Wang, Y. 2019. Platform-based function repertoire, reputation, and sales performance of e-marketplace sellers. *MIS Quarterly*, 43(1): 207-36.

Session 5: Interfirm Exchanges

Dean T, Griffith DA, and Calantone, RJ. 2016. New product creativity: Understanding contract specificity in new product introductions. *Journal of Marketing* 80(March), 39-58.

Poppo, L, KZ Zhou, and S Ryu (2008), "Alternative Origins to Interorganizational Trust: An Interdependence Perspective on the Shadow of the Past and the Shadow of the Future," *Organization Science*, 19(1), 39-55

Williamson, O. E. 1985. The economics of organization: The transaction cost approach. *American Journal of Sociology*, 87, 3, 548-577.

Ghoshal S and Moran P 1996. Bad for practice: A critique of the transaction cost theory. *Academy of Management Review* 21(1): 13-47.

Dyer, J. H. 1997. Effective inter-firm collaboration: How firms minimize transaction costs and maximize transaction value. *Strategic Management Journal*, 18, 4, 535-556.

Rindfleisch, Aric and Jan B. Heide (1997), "Transaction Cost Analysis: Past, Present, and Future Applications," *Journal of Marketing*, 61 (October), 30-54.

Zaheer A, McEvily B, Perrone V. 1998. Does trust matter? Exploring the effects of interorganizational and interpersonal trust on performance. *Organization Science* 9: 141-159.

Poppo L, Zenger TR. 2002. Do formal contracts and relational governance function as substitutes or complements? *Strategic Management Journal* 23(8): 707-725.

David RJ and Han SK 2004, A systematic assessment of the empirical support for transaction cost economics. *Strategic Management Journal*, 25(1): 39-58.

Mayer KJ and Salomon RM 2006. Capabilities, contractual hazards, and governance: Integrating resource-based and transaction cost perspectives. *Academy of Management Journal* 49(5): 942-959.

Li, J., Zhou, C., & Zajac, E. J. 2009. Control, collaboration, and productivity in international joint ventures: theory and evidence. *Strategic Management Journal*, 30(8): 865-884.

Mooi, Erik A. and Mrinal Ghosh (2010), "Contract Specificity and Its Performance Implications," *Journal of Marketing*, 74 (2), 105-120.

Banneste, BS and Puranam, P. 2010. Repeated interactions and contractual detail: Identifying the learning effect. *Organization Science* 21(1): 186-201.

Lumineau F and Malhotra D 2011. Shadow of the contract: How contract structure shapes interfirm dispute resolution. *Strategic Management Journal* 32: 532-555.

Grewal, Rajdeep, Alok Kumar, Girish Mallapragada, and Amit Saini (2013), "Marketing Channels in Foreign Markets: Control Mechanisms and the Moderating Role of Multinational Corporation Headquarters-Subsidiary Relationship," *Journal of Marketing Research*, 50 (3), 378-398.

Session 6: B2G Relationships

Jiang H, Jia N, Bai T, Bruton GD. (2021), "Cleaning House before Hosting New Guests: A Political Path Dependence Model of Political Connection Adaptation in the Aftermath of Anticorruption Shocks," *Strategic Management Journal*, 42(10) 1793-1821.

Josephson BW, Lee JY, Mariadoss BJ, and Johnson JL (2019), "Uncle Sam Rising: Performance Implications of Business-to-Government Relationships," *Journal of Marketing*, 83(1) 51-72.

Granovetter, Mark (1985), "Economic Action and Social Structure: The Problem of Embeddedness," *American Journal of Sociology*, 91, 481-510.

Uzzi, Brian (1997), "Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness," *Administrative Science Quarterly*, 42 (1), 35-67.

Xin, Katherine Rong and Jone Leigh Pearce (1996), "Guanxi: Connections as Substitutes for Formal Institutional Support," *Academy of Management Journal*, 39 (6), 1641-58.

Sheng, S, KZ Zhou, and JJ Li (2011), "The Effects of Business and Political Ties on Firm Performance: Evidence from China," *Journal of Marketing*, 75(1): 1-15

Jia, N. 2014. Are collective political actions and private political actions substitutes or complements? Empirical evidence from China's private sector. *Strategic Management Journal*, 35(2): 292-315.

Martin KD, Josephson BW, Vadakkepatt GG, and Johnson JL (2018), "Political Management, Research and Development, and Advertising Capital in the Pharmaceutical Industry: A Good Prognosis?" *Journal of Marketing*, 82(3), 87-107.

Session 7: Institutional Logic and Firm Strategy

Yue LQ, J Wang, and B Yang (2019), "Contesting Commercialization: Political Influence, Responsive Authoritarianism, and Cultural Resistance," *Administrative Science Quarterly*, 64(2) 435-465.

Zhou KZ, GY Gao, and H Zhao (2017), "State Ownership and Product Innovation in China: An Integrated View of Institutional and Efficiency Logics," *Administrative Science Quarterly*, 62(2): 375-404.

DiMaggio PJ and Powell WW 1983. "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Behavior," *American Sociological Review*, 48 (April), 147-60.

Khanna, T., & Palepu, K. (1997). Why focused strategies may be wrong for emerging markets. *Harvard Business Review*, 75 (July), 41-48.

Hoskisson Robert E., Lorraine Eden, Chung M. Lau, and Mike Wright (2000), "Strategy in Emerging Economies," *Academy of Management Journal*, 43 (3), 249-67.

Peng, Mike W. (2003), "Institutional Transitions and Strategic Choices," *Academy of Management Review*, 28 (2), 275-96.

Dacin, M. Tina, Christine Oliver, and Jean-Paul Roy (2007), "The Legitimacy of Strategic Alliances: An Institutional Perspective," *Strategic Management Journal*, 28 (2), 169-87.

Peng, M. W., D. Y. Wang, and Y. Jiang 2008 "An institution-based view of international business strategy: A focus on emerging economies." *Journal of International Business Studies*, 39: 920-936.

Gao, Gerald Yong, Janet Y. Murray, Masaaki Kotabe, and Jiangyong Lu (2010), "A 'Strategy Tripod' Perspective on Export Behaviors: Evidence from Firms Based in an Emerging Economy", *Journal of International Business Studies*, 41(3), 377-396

Sheth, Jagdish N. (2011), "Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices," *Journal of Marketing* 75 (4), 166-182.

Zhou, Kevin Z and Dean Xu (2012), "How Foreign Firms Curtail Local Supplier Opportunism in China? Detailed Contracts, Centralized Control, and Relational Governance," *Journal of International Business Studies*, 43(7): 677-692

Session 8: Political Institutions and Ideological Imprints

Marquis, C., and Qiao, K. (2020). “Waking from Mao’s Dream: Communist Ideological Imprinting and the Internationalization of Entrepreneurial Ventures in China.” *Administrative Science Quarterly*, 65(3): 795-830.

Xu D, KZ Zhou, and S Chen (2023), “The Impact of Communist Ideology on the Patenting Activity of Chinese Firms,” *Academy of Management Journal*, 66(1): 102-132.

Kriauciunas, A. & Kale, P. 2006. The impact of socialist imprinting and search on resource change: A study of firms in Lithuania. *Strategic Management Journal*, 27(7): 659–679.

Marquis, C., & Tilcsik, A. 2013. Imprinting: Toward a multilevel theory. *Academy of Management Annals*, 7(1): 193–243.

Xu, D. J.W. Lu, and Q. Gu 2014 “Organizational forms and multi-population dynamics: Economic transition in China.” *Administrative Science Quarterly*, 59: 517-547.

Gupta, A., Briscoe, F., & Hambrick, D. C. 2017. Red, blue, and purple firms: Organizational political ideology and corporate social responsibility. *Strategic Management Journal*, 38(5): 1018–1040.

Xu D, KZ Zhou, and F Du (2019), “Deviant versus Aspirational Risk Taking: The Effects of Performance Feedback on Bribery Expenditure and R&D Intensity,” *Academy of Management Journal*, 62(4), 1226–1251.

Wang, D., Du, F., & Marquis, C. 2019. Defending Mao’s dream: How politicians’ ideological imprinting affects firms’ political appointment in China. *Academy of Management Journal*, 62(4): 1111–1136.

Wang, D., and Luo, X. R. (2019). “Retire in Peace: Officials’ Political Incentives and Corporate Diversification in China.” *Administrative Science Quarterly*, 64(4): 773–809.

Wang, Y., Stuart, T., & Li, J. 2021. Fraud and innovation. *Administrative Science Quarterly*, 66(2). 267-297.

Session 9: Student Proposal Workshop

Session 10: Student Proposal Presentation and Feedback

Prof. Kevin Zhou



Prof. Kevin Zhou is Chang-Jiang Scholar Chair Professor, Chair Professor of Strategy and International Business, and Chung Hon-Dak Professor in Strategy and International Business at HKU Business School, The University of Hong Kong.

Prof. Zhou received a B.E. (with honors) in Automatic Control and an M.S. in Economics and Management at Tsinghua University, and a Ph.D. specializing in Marketing and Strategy from Virginia Polytechnic Institute and State University.

Prof. Zhou's research interests include capabilities and innovation, trust and relational ties, and strategic issues in emerging markets and China.

Prof. Zhou has published numerous papers in top-tier journals such as *Administrative Science Quarterly*, *Strategic Management Journal*, *Academy of Management Journal*, *Journal of Marketing*, *Journal of International Business Studies*, *Organization Science*, and among others. He received the HKU Outstanding Researcher Award in 2016, FBE Outstanding Researcher Award in 2013 and HKU Research Output Award in 2006 and 2011.

Prof. Zhou currently serves as the editorial board member of leading journals such as *Strategic Management Journal* and *Journal of International Business Studies*. He also served as the senior editor of *Asia Pacific Journal of Management*, associated editor of *Journal of International Marketing*, as well as the Panel Member of Business Studies Panel, HK Research Grants Council.

Prof. Zhou's work is highly influential. He has been the World's Top 1% cited scholars based on ISI's Essential Science Indicators (ESI) since 2011. Since 2016, he has been on the list of Highly Cited Scientific Researchers in the World (Web of Science), which makes him the only Business and Economics Scholar in Greater China with this honor!

Prof. Zhou has rich experience in teaching Competitive Strategy, International Business, Business Research, Marketing Management at BBA, MBA, EMBA, and DBA levels at Virginia Tech, University of Hong Kong, and University of North Carolina. He also received the Outstanding Teacher Award for IMBA Teaching at HKU.

Prof. Zhou also has extensive consulting experiences, providing strategic analysis and planning for companies such as Federal Pharmaceutical, 3M, Riche Monde, TCH, Six Sigma (China), etc. He has also conducted executive training programs for various companies and organizations including China Resources Co., Property Management Association, and SKKI.