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**Education:**

- Ph.D. in Strategic Management, National University of Singapore, Singapore, 2010
- B.A. in Economics, Peking University, Beijing, China, 2003

**Professional Experience:**

- Associate Professor, DeGroot School of Business, McMaster University (2016-present)
- Assistant Professor, DeGroot School of Business, McMaster University (2011-2015)
- Lecturer, DeGroot School of Business, McMaster University (2009-2011)

**Areas of Interest:**

**Research**

- Business-government relations, political connections
- Interorganizational network and organizational outcomes
- Corporate governance
- Development of firm capabilities in emerging economies

**Teaching**

- International Business
- Strategic Management

**Publications:**

- Zhu, H., Pan, Y., Qiu, J., and Xiao, J. 2022. Hometown ties and favoritism in Chinese corporations: Evidence from CEO dismissals and corporate social responsibility. *Journal of Business Ethics*, forthcoming. <https://doi.org/10.1007/s10551-020-04711-1>
- Chung, C.N., Lee, Z.R., and Zhu, H. 2021. Resource extension and status identity: Marriage ties among family business groups in an emerging economy. *American Journal of Sociology*, 127(3): 904–949. <https://www.journals.uchicago.edu/doi/10.1086/718027>
- Chung, C.N., and Zhu, H. 2021. Corporate governance dynamics of political tie formation in emerging economies: Business group affiliation, family ownership, and institutional transition. *Corporate Governance: An International Review*, 29: 381–401. <https://doi.org/10.1111/corg.12367>
- Mahmood, I.P., Zhu, H., and Zaheer A. 2017. Centralization of intragroup equity ties and performance of business group affiliates. *Strategic Management Journal*, 38(5):1082–1100.
- Zhu, H., and Yoshikawa, T. 2016. Contingent value of director identification: the role of government directors in monitoring and resource provision in an emerging economy. *Strategic*

*Management Journal*, 37(8): 1787–1807.

- Zhu, H., Wang, P., and Bart, C. 2016. Board processes, board strategic involvement and organizational performance in for-profit and non-profit organizations. *Journal of Business Ethics*, 136(2): 311–328.
- Mahmood, I.P., and Zhu, H. 2015. Whether and how network structure shapes the value of firm capabilities? *Review of Economics and Institutions*, 6(1), Winter-Spring.
- Zhu, H., and Chung, C.N. 2014. Portfolios of political ties and business group strategy in emerging economies: Evidence from Taiwan. *Administrative Science Quarterly*, 59(4): 599–638.
- Yoshikawa, T., Zhu, H., and Wang, P. 2014. National governance system, corporate ownership, and roles of outside directors. *Corporate Governance: An International Review*, 22(3): 252–265.
- Zhu, H., Jin, Y. J., Kang, T., and Wu, Y. 2014. Do political ties increase firms' foreign expansion? Evidence from private Chinese firms. *Journal of Contemporary Management*, 3(1): 1–12.
- Mahmood, I.P., Zhu, H., and Zajac, E. 2011. Where can capability come from? Network ties and capability acquisition in business groups. *Strategic Management Journal*, 32: 820–848.

#### **Referred Conference Proceedings:**

- Chung, C.N. and Zhu, H. 2014. Social identities and political ties in emerging economies during regime change. In *IACMR Best Paper Proceedings*.
- Zhu, H., and Yoshikawa, T. 2012. Government officials as outside directors: The effect of director identification on monitoring and resource provision. In *IACMR Best Paper Proceedings*.
- Mahmood, I.P., Zhu, H., and Zaheer, A. 2008. The contingent role of network hierarchy on firm performance. In J. Cantwell and T. Kiyak (Ed.), *AIB Best Paper Proceedings*.
- Mahmood, I.P., and Zhu, H. 2006. Intra-group networks: A source of capabilities of business group affiliates in Taiwan. In K.M. Weaver (Ed.), *AOM Best Paper Proceedings*.

#### **Editorial Boards**

- Editorial board member, *Management and Organization Review*, 2013-2018.
- Editorial board member, *Journal of International Business Studies*, 2012-2013.

#### **Honors:**

- Best Reviewer Award, *Management and Organization Review*, 2018.
- Best Reviewer Award, *Management and Organization Review*, 2015.
- Finalist for the IACMR Best Paper Award, International Association for Chinese Management Research (IACMR) Biannual Conference, Beijing, China, June, 2014.
- Finalist for the IACMR Best Paper Award, International Association for Chinese Management Research (IACMR) Biannual Conference, Shanghai, China, June, 2010.
- The Temple/AIB Best Paper Award, Academy of International Business Annual Meeting, Milan, Italy, 2008.

- Invited Participant, AIB Doctoral Consortium, Milan, Italy, 2008 and AOM Doctoral Consortium, Anaheim, U.S. 2008.
- ARI Fellowship, Asia Research Institute, National University of Singapore, 2007.
- President's Graduate Fellowship, National University of Singapore, University wide award in recognition of outstanding performance, 2005-2006 and 2006-2007.
- NUS Business School Scholarship, National University of Singapore, 2003-2009.
- Excellent Study Scholarship, School of Economics, Peking University, Beijing China, 2002.
- Freshman Scholarship, Peking University, Beijing, China, 1999.

### **Research Funds:**

- International Initiative Micro Fund, Office of International Affairs, McMaster University, sole investigator, "The impact of social ties on corporate strategies", \$5,000, 2018.
- Social Science and Humanities Research Council of Canada (SSHRC), Insight Development Grant, sole investigator, "Cross-border knowledge transfer and firm innovation: The role of skilled immigrants", \$53,172, 2016-2018.
- ARB research grant, McMaster University, sole investigator, "Political Embeddedness and Firm Strategy in Emerging Economies", \$3,520, 2015-2017.
- McMaster Incentive Grant, "Types of political ties, political embeddedness, and firm strategy", \$5,000, 2013-2014.
- Social Science and Humanities Research Council of Canada (SSHRC), Standard Research Grants, sole investigator, "Outside directors and firm performance: An institutional perspective", \$37,388, 2011-2012.
- ARB research grant, McMaster University, sole investigator, "Political connections and firm strategy in emerging economies", \$6,995, 2010-2012.
- ARB research grant, McMaster University, sole investigator, "Government officials as outside directors: Role identity and its effects on firm performance", \$5,265, 2009-2010.
- Start-up grant, McMaster University, \$24,000.

### **Selected Conference Presentations:**

- Zhu, H., Pan, Y., Qiu, J., and Xiao, J. Hometown ties and favoritism in Chinese corporations: Evidence from CEO dismissal. Academy of Management Annual Meeting, Chicago, U.S., August, 2018.
- Chung, C.N., Lee, Z.R., and Zhu, H. Marriage ties among large family business groups in an emerging economy. Academy of Management Annual Meeting, Atlanta, U.S., August, 2017.
- Chung, C.N., and Zhu, H. A social homophily model of political ties in emerging economies, with Chung, C.N. Academy of Management Annual Meeting, Atlanta, U.S., August, 2017.
- Wang, P., Yuan, L., and Zhu, H. Seeking friends or seeking resources: How do diplomatic relationships affect natural resource FDIs? Asia Academy of Management Biennial Meeting, Fukuoka, Japan, June, 2017.
- Chung, C.N., Lee, Z.R., and Zhu, H. Resource access or status identity: Marriage ties among large family business groups in an emerging economy. Asia Academy of Management Biennial Meeting, Fukuoka, Japan, June, 2017.
- Chung, C.N., Lee, Z.R., and Zhu, H. Why do family business groups form marriage ties? Evidence from an emerging economy. Sunbelt XXXVII International Social Network

- Conference Meeting, Beijing, China, May, 2017.
- Chung, C.N., Lee, Z.R., and Zhu, H. Marriage ties between large family business groups. Conferences on “Business Groups and Ownership Structure in Emerging Economies”, Research Center for Market and Government, Seoul National University, South Korea, October, 2016.
  - Mahmood, I.P., Zhu, H., and Zaheer, A. Centralization of intra-group equity ties and performance of business group affiliates. Academy of Management Annual Meeting, Vancouver, Canada, August, 2015.
  - Chung, C.N., and Zhu, H. Governance structure, institutions and political ties in emerging economies. Asia Academy of Management Biennial Meeting, Hong Kong, China, June, 2015.
  - The influence of business group, family, and institutions on political ties in emerging economies, with Chung, C. N. Academy of Management Annual Meeting, Philadelphia, U.S., August, 2014.
  - Social identities and political ties in emerging economies during regime change, with Chung, C. N. International Association for Chinese Management Research (IACMR) Biannual Conference, Beijing, China, June, 2014.
  - Political tie establishment of firms in an emerging economy, with Chung, C. N. Academy of Management Annual Meeting, Orlando, U.S., August, 2013.
  - Government officials as outside directors: The effect of director identification on monitoring and resource provision, with Yoshikawa, T. International Association for Chinese Management Research (IACMR) Biannual Conference, Hong Kong, China, June, 2012.
  - Types of political ties and market entry by business groups in an emerging economy. Academy of Management Annual Meeting, San Antonio, U.S., August, 2011.
  - The portfolio of political ties and market entries of business groups in emerging economies, with Chung, C.N. Academy of Management Annual Meeting, Montreal, Canada, August, 2010.
  - Whether and how does network structure shape the value of firm capabilities? Academy of Management Annual Meeting, Chicago, U.S., August, 2009.
  - When does network structure matter? The contingent role of centralization on business group firm performance, with Mahmood, I.P. and Zaheer, A. Academy of Management Annual Meeting, Anaheim, U.S., August, 2008.
  - How does the content of political connections affect industrial restructuring: Evidence from Taiwanese business groups, with Chung, C.N. Academy of Management Annual Meeting, Anaheim, U.S., August, 2008.
  - The contingent role of network hierarchy on firm performance, with Mahmood, I.P., and Zaheer, A. Academy of International Business Annual Meeting, Milan, Italy, June, 2008.
  - The role of predictability of institutions in the formation of political connections: Evidence from China’s transitional economy, with Yang B. and Mahmood, I.P. Asia Academy of Management 6<sup>th</sup> Conference, Taipei, Taiwan, December, 2008.
  - Intra-group networks: A source of capabilities of business group affiliates in Taiwan, with Mahmood, I.P. Academy of Management Annual Meeting in Atlanta, U.S., August, 2006.
  - Search and integration: Capability building of business group affiliates in Taiwan, with Mahmood, I.P. Annual Meetings of the Academy of International Business, Beijing, China, June, 2006.
  - How and when do business groups create value in emerging economies? with Mahmood, I.P.

Annual Meeting of the Academy of Management, Hawaii, U.S., August, 2005.

- The interface between firm capabilities and group attributes, with Mahmood, I.P. Annual Meeting of the Academy of International Business, Quebec City, Canada, June, 2005.

### **Invited Presentations:**

- Chung, C.N., and Zhu, H. Where can political ties come from? A social homophily model of political ties in emerging economies. Institute of Sociology, Academia Sinica, Taiwan, December, 2018.
- Zhu, H., Pan, Y., Qiu, J., and Xiao, J. Hometown ties and favoritism in Chinese corporations: Evidence from CEO dismissal. University of Nottingham Ningbo China, June, 2018.
- Zhu, H., Pan, Y., Qiu, J., and Xiao, J. Hometown ties and favoritism in Chinese corporations: Evidence from CEO dismissal. Sun Yat-Sen Business School, Sun Yat-Sen University, China, December, 2017.
- Chung, C.N., Lee, Z.R., and Zhu, H. Resource access or status identity? Marriage ties among large family business groups in an emerging economy. Xiamen University, China, June, 2017.
- Mahmood, I.P., Zhu, H., and Zaheer A. Centralization of intragroup equity ties and performance of business group affiliates. Xi'an Jiaotong University, China, May, 2016.
- Chung, C.N., Lee, Z.R., and Zhu, H. Marriage ties between large family business groups. Zhejiang University, China, December, 2016.
- Chung, C.N., and Zhu, H. Homophily, heterophily, and political ties in emerging economies during regime change. City University of Hong Kong, Hong Kong, China, July, 2014.
- Chung, C.N., and Zhu, H. Antecedents of political tie building: Evidence from an emerging economy. University of Manitoba, Winnipeg, September, 2013.
- Yoshikawa, T., and Zhu, H. Complementarities in institutions, director capital, and director behaviors: A contingency model of outside directors' efficacy. Corporate Governance: An International Review Conference on Corporate Governance Bundles, University of Cambridge, U.K. September, 2012.
- Zhu, H. and Wu, Y. Political capital and internationalization of private listed Chinese firms, Long Range Planning Special Issue & Research Conference, Hong Kong, China, June, 2012.
- Zhu, H. and Chung, C.N. Political embeddedness and business group strategy. Conference of Social Structure and Firms in Transition in Taiwan. Institute of Sociology, Academia Sinica, Taiwan, October, 2011.
- Zhu, H. and Chung, C.N. The portfolio of political ties and market entries of business groups in emerging economies, The 11<sup>th</sup> Annual Strategy and the Business Environment Conference, The Wharton School, University of Pennsylvania, May, 2011.
- Zhu, H. and Chung, C.N. The portfolio of political ties and market entries: Evidence from Taiwanese business groups (1998-2004). International Symposium of Young Sociologists. Institute of Sociology, Academia Sinica, Taiwan, December, 2010.
- Zhu, H. The contingent effects of political connections in emerging economies. College of Management, National Taiwan University, Taiwan, November, 2010.
- Zhu, H. and Chung, C.N. The portfolio of political ties and business group strategy in emerging economies. The 4<sup>th</sup> Political Networks Conference, Duke University, U.S., May, 2010.

- Zhu, H. and Chung, C.N. The portfolio of political ties and business group strategy in emerging economies. DeGroote School of Business, McMaster University, Hamilton, Canada, October, 2009.

### **Teaching:**

- DeGroote School of Business, McMaster University, COMMERCE 4SA3: International Business, Fall 2010, Winter 2010, Winter, 2011, Winter, 2012, Winter 2013, Winter 2014, Winter 2015, Winter 2016, Winter 2017, Winter 2019, Winter 2020, Fall 2020, and Winter 2022.
- NUS Business School, National University of Singapore, Macro and International Economics, Fall 2008.
- NUS Business School, National University of Singapore, Asia Pacific Business, Society and Ethics, Spring 2008.

### **Professional Activities:**

- External reviewer for a tenure case of the University of Waterloo
- External reviewer for a doctor of philosophy thesis of the University of New South Wales, Australia
- External reviewer for Social Sciences and Humanities Research Council of Canada (SSHRC) Insight Grant applications
- External referee for a promotion case of the James Cook University, Singapore campus
- External referee for a tenure case of University of Manitoba
- External referee for a tenure case of University of Macau
- Reviewer for a research grant application from Baptist University of Hong Kong
- Advisory committee member of the 1st Asia Pacific Institute of Advanced Research Conference, Adelaide, Australia, July, 2015.
- Panelist of “Surviving and thriving in academia”, in *Building a Balanced Research-Centered Academic Career: A Workshop for Chinese Scholars in Strategy Management*, at the Academy of Management Annual Meeting, Philadelphia, August 2, 2014.
- Chair of the session “Top Management Team and Corporate Strategy” (Session #7D) at International Association for Chinese Management Research (IACMR) Biennial Conference, Beijing, China, June 20, 2014.
- Ad hoc reviewer for MITACS accelerate research proposals, University of Toronto, 2014.
- Toronto Star, “Iron Man 3 Chinese edition hopes to pay off at China’s box office,” May 2, 2013.  
([http://www.thestar.com/business/2013/05/02/iron\\_man\\_3\\_chinese\\_edition\\_hopes\\_to\\_pay\\_off\\_at\\_chinas\\_box\\_office.html](http://www.thestar.com/business/2013/05/02/iron_man_3_chinese_edition_hopes_to_pay_off_at_chinas_box_office.html)).
- Founding member of the Chinese Management Scholars’ Community (CMSC), Academy of Management, 2006-present.
- Ad hoc reviewer for *Academy of Management Journal*, *Asian Business and Management*, *Asia Pacific Journal of Management*, *British Journal of Management*, *Canadian Journal of Administrative Sciences*, *Corporate Governance: An International Review*, *Global Strategy*

*Journal, International Journal of Emerging Markets, Journal of Business Research, Journal of International Business Studies, Journal of Management Studies, Journal of World Business, Management and Organization Review, Organization Science, and Strategic Management Journal.*

- Ad hoc reviewer for Academy of Management Annual Meeting, Academy of International Business Annual Meeting, Asia Academy of Management Annual Meeting, International Association for Chinese Management Research (IACMR) Biennial Conference, Strategic Management Society Annual Meeting, and Strategic Management Society special conference in Singapore, 2012.