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## Shaozhuang Ma

### Professor Associado (com Agregação)

BRU-Iscte - Business Research Unit

Department of Marketing, Operation and Management (IBS)



### Contacts

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### Curriculum

Shaozhuang Ma is a tenured Associate Professor with a Habilitation in Management at the Business School of Iscte-University Institute of Lisbon (Iscte-IUL), Portugal. He holds an MBA from the University of Leicester, United Kingdom, and a Ph.D. in Management from Iscte-Instituto Universitário de Lisboa, Portugal. Additionally, he was a visiting scholar at the Business School of the University of Queensland, Australia in the year 2010.

Professor Ma's teaching and research interests encompass Human Resource Development and Management, as well as Strategic Management, with a recent focus on Employee Well-being and Health in the context of a boundaryless workplace. He has contributed to various esteemed publications, including the International Journal of Human Resource Management, Applied Psychology: Health and Well-being, Psychology and Health, Psychology, Health and Medicine, The Chinese Economy, Journal of Health Organization and Management, International Journal of Public Administration, Population & Economics, Journal of Nursing Science, Chinese Hospitals, and Chinese Health Quality Management, among others.

Furthermore, Professor Ma serves as a Deputy Editor of the International Journal of Health Planning and Management and has provided extensive referee services for international journals. Notably, his cases titled "Zhu Dandan (A): Promotions (9B13C002)" and "Zhu Dandan (B): Leadership Development (9B20C025)" were published by Ivey and featured in Harvard Business Review's collection.

Prior to his tenure at Iscte-IUL, Professor Ma held the position of Deputy Dean at the Business School of Guangdong

University of Foreign Studies in Guangzhou, China. He also served as the Executive Director of the Lingnan MBA Program, a collaborative initiative between Lingnan College at Sun Yat-sen University and the MIT Sloan School of Management in the United States.

## Research Interests

His teaching and research interest is "human resource management" and "strategic management".

## Academic Qualifications

University/Institution	Type	Degree	Period
ISCTE-Instituto Universitario de Lisboa	Aggregation	Habilitation in management	2021
University of Queensland	Other type of qualification	Visiting Scholar	2011
Instituto Superior de Ciencias do Trabalho e da Empresa (ISCTE)	PhD	Organization and Development of Human Resource	2007
University of Leicester,	M.Sc.	Master of Business Administration	2002
Guangdong University of Foreign Studies	Bachelor of Science	Bachelor	1996

## External Professional Activities

Period	Employer	Country	Description
2016 - 2019	Beibu Gulf Marine Economy Institute	--	Invited Researcher

## Teaching Activities

Teaching Year	Sem.	Course Name	Degree(s)	Coord .
2026/2027	2º	Doing Business Internationally	Institutional Degree in ISCTE Business School;	Yes
2026/2027	2º	Advanced Topics in Management II	Doctorate Degree (PhD) in Business Administration;	No
2026/2027	2º	International Strategy	Master Degree in International Management;	Yes
2026/2027	1º	Chinese Economy in the Global Context	Institutional Degree in Escola de Sociologia e Políticas Públicas;	No

2026/2027	1º	Strategic Management	Institutional Degree in ISCTE Business School; Bachelor Degree in Management;	No
2025/2026	2º	Doing Business Internationally	Institutional Degree in ISCTE Business School;	Yes
2025/2026	2º	Advanced Topics in Management II	Doctorate Degree (PhD) in Business Administration;	No
2025/2026	2º	International Strategy	Master Degree in International Management;	Yes
2025/2026	1º	Strategic Management		No
2025/2026	1º	Strategic Management	Bachelor Degree in Management;	No
2024/2025	2º	Doing Business Internationally	Institutional Degree in ISCTE Business School;	Yes
2024/2025	2º	Advanced Topics in Management II	Doctorate Degree (PhD) in Business Administration;	No
2024/2025	2º	International Strategy	Master Degree in International Management;	Yes
2024/2025	1º	Strategic Management		No
2023/2024	2º	Doing Business Internationally	Institutional Degree in ISCTE Business School;	Yes
2023/2024	2º	Advanced Topics in Management II	Doctorate Degree (PhD) in Business Administration;	No
2023/2024	2º	International Strategy	Master Degree in International Management;	Yes
2023/2024	1º	Strategic Management		No
2022/2023	2º	Doing Business Internationally	Institutional Degree in ISCTE Business School;	Yes
2022/2023	2º	Advanced Topics in Management II	Doctorate Degree (PhD) in Business Administration;	No
2022/2023	2º	International Strategy	Master Degree in International Management;	No
2022/2023	1º	Strategic Management		No
2021/2022	2º	Doing Business Internationally	Institutional Degree in ISCTE Business School;	Yes
2021/2022	2º	Advanced Topics in Management II	Doctorate Degree (PhD) in Business Administration;	No
2021/2022	2º	International Strategy	Master Degree in International Management;	No
2021/2022	1º	Advanced Topics in Management I	Doctorate Degree (PhD) in Business Administration;	No

2021/2022	1°	Organization and Design of the Research Project in Business Administration	Doctorate Degree (PhD) in Business Administration;	No
2021/2022	1°	International Human Resource Management	Master Degree in International Management;	Yes
2021/2022	1°	Strategic Management		No
2020/2021	2°	Doing Business Internationally	Institutional Degree in ISCTE Business School;	Yes
2020/2021	1°	International Human Resource Management	Master Degree in International Management;	Yes
2020/2021	1°	Strategic Management		No
2019/2020	2°	Research Project in Strategy and Entrepreneurship		No
2019/2020	1°	International Human Resource Management	Master Degree in International Management;	Yes
2019/2020	1°	Strategic Management		No

## Supervisions

### • Ph.D. Thesis - Ongoing

	Student Name	Title/Topic	Language	Status	Institution
1	He Yuan	Research on the Reform of the Salary System in State owned Enterprises - A Case Study of HY Group	English	Developing	Iscte
2	Jin Rui	Leadership Styles and Employees' Organizational Citizenship Behaviors and Counterproductive Work Behavior	English	Developing	Iscte
3	Wang Bin	Factors Influencing Employee Turnover Intention in China's Cross-Border E-commerce: a job demands and resources perspective	English	Developing	Iscte
4	Chen Chonggang	Job Resources and "Lying Flat" at work among Primary-Level Psychiatrists: Based on Job Demands-Resources and Conservation of Resources Theories	English	Developing	Iscte

5	Liu Liang	Factors influencing customer purchase behavior in specialty-drug DTP sales: a theory of planned behavior perspective	English	Developing	Iscte
6	Zhang Wei	Protection and Revitalization of Historical Buildings in the Era of Rapid City Development: Perspectives of Resource-Based View and Dynamic Capabilities	English	Developing	Iscte

**- Concluded**

	Student Name	Title/Topic	Language	Institution	Concluding Year
1	Ma Xiaofeng	Alleviating Health Impairment Impact of Job Demands – Leader-Member Exchange as a Moderator in Job-Demands Resources Model: evidence from Chinese Public Hospitals	English	Iscte	2025
2	Lu Renjie	How Knowledge Sharing Influences Patient Health Literacy and Doctor-Patient Trust: Evidence from Chronic Disease Doctors in China	English	Iscte	2025
3	Zhai Runfeng	The Relationship between Organizational Culture and Employee Innovative Behavior in Chinese State-owned Technology Enterprises – Different Paths across Hierarchy Culture and Clan Culture	English	Iscte	2024
4	Li Jianwei	Does Leadership Style Moderate the Relationship between Job Demands, Job Resources and Doctors' Job Performance? Evidence from Traditional Chinese Medicine Hospitals	English	Iscte	2024
5	Wu Qiaoxuan	The Relationships between Job Resources, Career Identity, Burnout and Turnover Intention among Chinese Midwives - An Application of the Job Demands - Resources Model	English	Iscte	2023
6	Pan Xingzhi	The price of entrepreneurial satisfaction for chinese women entrepreneurs: work and family stressors, emotional exhaustion and coping strategies	English	Iscte	2023
7	Yao Shufang	Understanding China's ?Performance Appraisal System? of Tertiary Public Hospitals and Its Implementation Effects: An Empirical Study Based on Stakeholder Theory and the Balanced Scorecard	English	Iscte	2023

8	Peng Yong	The Influence of Millennials? Work Values on Their Turnover Intention -the Role of Occupational Well-being and Organizational Identification: Evidence from Chinese Manufacturing Industry	English	Iscte	2022
9	Du Zhenguang	The roles of emotional labour and empathy in the relationship between doctor-patient mistrust and burnout	English	Iscte	2022
10	Wen Ping	Dentists' Work Stress and Doctor-Patient Relationship: A Moderated Mediation Model of Emotional Labour, Emotional Intelligence, and Empathy	English	Iscte	2022
11	Yu Dan	Understanding collage graduates employability ant its impacts on employment and career outcomes - an empirical study to validate the Chinese Graduate employability Scale (CGES)	English	Iscte	2022
12	Qiao Pengliang	Food Delivery Rider's Customer Injustice and Turnover intention: The Roles of Emotional Dissonance, Occupational Commitment and Work-Family Conflict- Evidence from China	English	Iscte	2021
13	Yang Qiming	Relationship between University Teacher?s Emotional Demands, Occupational Commitment and Work-related Fatigue - Evidence from a Provincial University in China	English	Iscte	2021
14	Fang Kaiyan	TImpact of Non-public enterprise CPC Party Building on Enterprise Performances: Stakeholder Theory and Social Capital Theory Perspectives	English	Iscte	2021
15	Jin Jing	Influence of Guanxi HRM Practices on Turnover Intention of Chinese Millennials in State-owned Banks: The Roles of Leader-Member Exchange, Organizational Identification and Traditionality	English	Iscte	2020
16	Lai Hongshan	Turnover intention of Chinese millennial migrant workers in manufacturing industry: The impacts of work income and identification	--	Iscte	2019
17	Li Shouqiang	The moderating role of leader-member exchange as a moderating variable on the relationship between perceived stress and burnout in clinicians	--	Iscte	2019

18	Gou Li	Workplace Ostracism, Emotional Labor, Nurse-Patient Relationship and Turnover Intention: a Process Model of Workplace Ostracism and Its Consequence in Nursing Professional	--	Iscte	2019
19	Zeng Weilong	Doctor-patient relationship, leader-member exchange, occupational commitment, turnover intention - a study of public hospital doctors in China.	--	Iscte	2018
20	Zhu Fangyang	Competitiveness of China's Guangxi Beibu Gulf Port:Resource-based and Institutional Perspectives	--	Iscte	2018
21	Dai Hepeng	Aligning Strategy Typology and Human Resource Management in a Transitional Environment: The Case Of Huabo Group	--	Iscte	2018
22	Zhang Tao	The Relationship of Perceived Organizational Support to Affective Commitment, Emotional Exhaustion and Turnover Intention-A study of General Practitioners in Shanghai Community Health Centers in China	--	Iscte	2018
23	Xu Xuehu	The influence of job satisfaction and affective commitment on turnover intention among senior professionals in public hospitals: an empirical study in Guagdong province, China	--	Iscte	2016
24	Li Xiaoqiu	Doctors' job satisfaction, organizational citizenship behavior and burnout: an empirical study in China's public hospital	--	Iscte	2015

## • M.Sc. Dissertations

### - Ongoing

	Student Name	Title/Topic	Language	Status	Institution
1	Afonso Miguel Nogueira Viegas	Strategic Adaptation of Hotel Groups in Global Uncertainty: Balance between Global Integration and Local Responsiveness at Pestana Hotel Group	--	Developing	Iscte
2	Julius Dominik Beyer	International Competitiveness of Tech Firms between the U.S. and China: CSAs and FSAs	--	Developing	Iscte
3	Rodrigo Pinto Duarte Fernandes da Costa	Dissertation about the importance of strategic alliances in the automotive industry	--	Developing	Iscte

4	Emilio Breyer II	Cross-Cultural Adaptation in Virtual Work Environments	--	Developing	Iscte
5	Dingyu Xu	THE RELATIONSHIP BETWEEN EMPLOYABILITY AND EMPLOYMENT SATISFACTION AMONG CHINESE MEDICAL GRADUATES: THE MEDIATING ROLE OF PERSON-ORGANIZATION FIT	English	Developing	Iscte
6	Ivo Manuel Apolinário de Pinho	Thesis Dissertation	--	Developing	Iscte

#### - Concluded

	Student Name	Title/Topic	Language	Institution	Concluding Year
1	Fang Wu	Experiencing Emotional Distress During Zuo Yuezi: A Qualitative Study of Chinese Postpartum Women's Narratives on Social Media	English	Iscte	2026
2	Chinonye Darl Ndukwe-Onuoha	Understanding the Impact of Local Culture in International Marketing - A case study of Coca-Cola in Nigeria	English	Iscte	2025
3	Isiris Flaviana Vieira Dias da Silva	Managing Workforce Reductions Strategically: Lessons from Amazon's Restructuring between 2020 and 2024	English	Iscte	2025
4	Laura da Conceição Garcia Alves	Do Autonomy and Engagement Predict Adaptive Performance in Telework? Exploring the Moderating Role of Personality with Evidence from a Multinational Company	English	Iscte	2025
5	Bianca Amaral Caldeira	How will the new generation of workers (generation z) change the workplace	English	Iscte	2025
6	Hugo Miguel Paulino Tordo Almeida	A resource- and institution-based view of the internationalisation of Douro SME wineries: a case study	English	Iscte	2025
7	Kravchuk Yelyzaveta Maksymivna	Successes and Challenges of China's Educational Aid in Africa: Soft Power Perspective	English	Iscte	2024
8	Carlin .	The Growth Strategy of Small and Medium-Sized Enterprises:A Case Study of An Asian Retail	English	Iscte	2024
9	Jiantong Liang	Psychological Contract Breach After Acquisitions and Its Associations With Organizational Commitment: A Moderated Mediation Model	English	Iscte	2023

10	Liwen Wang	The Relationship between Job Demands, Compassion Fatigue, and Provider-Patient Relationship among Chinese Healthcare Workers	English	Iscte	2023
11	Yang Jun	Cultural Adaptation of Chinese Expatriates in Portugal	English	Iscte	2023
12	Constantin Maximilian Abel	Automobili Pininfarina - Business plan for entering the Chinese automobile market	English	Iscte	2023
13	Jianzheng Yin	Effect of nurse's emotional labor on nurse-patient relationship and occupational commitment: Evidence from China	English	Iscte	2022
14	Zou Min	Explaining Factors Affecting Users' Acceptance and Use of Internet+ Medical Technology in China under the Post-COVID-19 Pandemic Era	English	Iscte	2022
15	Tan Yuting	Cross-Cultural Adaptation of Chinese International Students in Europe	English	Iscte	2022
16	Wang Xiaohui	Does nurses' job-demands in fighting COVID-19 Pandemic lead to higher levels of burnout? Evidence from China	English	Iscte	2022
17	Qianying Zhang	Measuring patient safety culture in Chinese hospitals using the Hospital Survey on Patient Safety Culture (HSOPSC)	English	Iscte	2021
18	Yutong Zhang	Comparative Analysis of Validation of Compassion Fatigue Short Scale and Professional Quality of Life Scale (ProQOL) in China under COVID-19 Pandemic	English	Iscte	2021
19	Julia Flöttmann	Examining the Barriers and Gender Backlashes of Women's Pathway to Leadership in Small- and Medium-Sized Enterprises in Kenya	English	Iscte	2021
20	Afonso Nascimento Bento	Leading Multicultural Teams: Are cultural differences barriers or drivers to a team's success? - Portuguese Managers? Perspective	English	Iscte	2020
21	Sijia Li	Relationship between brand experience, brand image, perceived value and customer engagement - A study of Starbucks in China	English	Iscte	2020
22	Miguel João Baptista Fernandes de Amorim Temporão	The relationship between Leader-Member exchange, perceived organizational support, and turnover intention: A study of the Portuguese Navy	English	Iscte	2020

23	Adrian Heinrich Carlos Katzwinkel	Culture Change at Deutsche Telekom: How Effective Are Cultural Change Initiatives?	English	Iscte	2019
24	Zhang Jinming	China's Belt and Road Initiative in Portuguese Speaking Countries: Portuguese and Angolan Perspectives	English	Iscte	2019
25	Peixin Gan	Emotional job demand, work-family conflict and emotional exhaustion: A study of a public hospital in China	English	Iscte	2019
26	Mengyuan Zhong	Emotional Dissonance, Emotional Exhaustion and Work-family Conflict: A Study of College Teachers in China	English	Iscte	2019
27	Mathilde Sikorsky	New forms of management: the case of BETC and how its open-desk strategy influences team organization and performance.	English	Iscte	2019
28	Carlos José Barata da Silva Costa	School Leadership Approaches and Challenges - A Study of International and Portuguese School Leaders in Portugal	English	Iscte	2018
29	John Anders Emil Arlerot	How to Manage and Retain Volunteers in an International Start-Up Business	English	Iscte	2018
30	Simon Koci	Cross-Cultural Competency Model for Digital Nomads: A study of digital nomads living in Czech Republic	English	Iscte	2017
31	Yanan Huang	Work-Family Conflict Mediation Effect on the Relations Between Emotional Dissonance and Emotional Exhaustion - A Study of civil servants in china	English	Iscte	2017
32	Nanang Suko Sadono	The Influence of Job Characteristics on Affective Commitment with Growth Need Strength as the Moderating Variable - A Case Study of Directorate General of Customs and Excise in Indonesia	English	Iscte	2016

## • M.Sc. Final Projects

### - Concluded

	Student Name	Title/Topic	Language	Institution	Concluding Year
1	Yang Zengshuai	Design and Operation of A Chinese Medical Health Care Club	English	Iscte	2021
2	Diana Gonçalves Abrantes do Souto Alves	Human Resources Management in Startups - a Case Study	English	Iscte	2020

3	Afshin Tale	Sierra-Monte - Importation and Exportation of Marble	English	Iscte	2020
4	Cuijian Yin	Critical analysis of the situation of Chinese news media in Portugal to tackle problems: A case: Journal PUXIN	English	Iscte	2017
5	Wenfei Xie	Assotiation Between Emotional Labor, Emotional Exhaustion and Turnover Intention - A Study of nurses in China	English	Iscte	2017
6	Ye Tao	Relationship Between Emotional Labor, Leader Member Social Exchange and Affective Commitment - A Empirical Study of Clinicians in Hospitals in China	English	Iscte	2016
7	Murtini	Do Emotional Labor Strategies Mediate the Relationship Between Emotional Intelligence and Leader-Member Social Exchange? A Study in Indonesia	English	Iscte	2016

## Total Citations

<b>Web of Science®</b>	191
<b>Scopus</b>	217

## Publications

### • Scientific Journals

#### - Scientific journal paper

1	Lu, R., Ma, S., Zhou, J., Fan, J. & Wu, Q. (2026). Job effort moderates associations between knowledge sharing by chronic disease physicians and patient health literacy: Cross-sectional study guided by TPB. INQUIRY-The Journal of Health Care Organization Provision and Financing. 63
2	Zeng, W., Ma, S., Wang, R., Liao, H., Cao, S., Xu, Y....Li, B. (2026). Spiraling resources and emotional well-being: Longitudinal evidence for resource gain and loss spirals in COR and JD-R theories. Applied Psychology: An International Review . 75 (2) - Times Cited Web of Science®: 1 - Times Cited Google Scholar: 2
3	Yao, S., Ma, S., Shi, L., Wu, F. & Reis, E. (2025). Balancing stakeholder interests: A Balanced Scorecard perspective on performance appraisal implementation in China's public hospitals. International Journal of Health Planning and Management. 40 (5), 1122-1139 - Times Cited Web of Science®: 3 - Times Cited Scopus: 2 - Times Cited Google Scholar: 5

4	<p>Zeng, W. L., Ma, S., Xu, Y. &amp; Wang, R. (2024). The roles of stress mindset and personality in the impact of life stress on emotional well-being in the context of Covid-19 confinement: A diary study. <i>Applied Psychology - Health and Well-Being</i>. 16 (3), 1178-1196</p> <ul style="list-style-type: none"> <li>- Times Cited Web of Science®: 6</li> <li>- Times Cited Scopus: 6</li> <li>- Times Cited Google Scholar: 9</li> </ul>
5	<p>Zeng, W. L., Ma, S., Wu, L., Wang, C., Huang, Y. &amp; Li, B. (2023). Group citizenship behaviour in healthcare organization, doctor-patient relationship, work engagement and turnover intention: A moderated mediation model. <i>International Journal of Health Planning and Management</i>. 38 (3), 687-701</p> <ul style="list-style-type: none"> <li>- Times Cited Web of Science®: 3</li> <li>- Times Cited Scopus: 1</li> <li>- Times Cited Google Scholar: 9</li> </ul>
6	<p>Wang, X., Ma, S. &amp; Liao, W. (2023). How involvement in COVID-19-related work changed nurses' job demands, job resources, and their associations with burnout: Evidence from China. <i>OBM Neurobiology</i>. 7 (1)</p>
7	<p>Ma, S., Zeng, W. L., Borges, A., Xu, Y. &amp; Zhang, J. (2022). Emotional well-being in COVID-19 mass quarantine: The role of personal response and life activity: A 14-day diary study in China. <i>Psychology and Health</i>. 37 (10), 1200-1222</p> <ul style="list-style-type: none"> <li>- Times Cited Web of Science®: 5</li> <li>- Times Cited Scopus: 5</li> <li>- Times Cited Google Scholar: 11</li> </ul>
8	<p>Zeng, W. L., Ma, S., Callan, V. J. &amp; Wu, L. (2022). Exploring the doctor-patient relationship as a challenge job demand: application of the job demands-resources model in a Chinese public hospital. <i>Psychology, Health and Medicine</i>. 27 (8), 1661-1671</p> <ul style="list-style-type: none"> <li>- Times Cited Web of Science®: 16</li> <li>- Times Cited Scopus: 14</li> <li>- Times Cited Google Scholar: 24</li> </ul>
9	<p>Li, G., Ma, S., Wang, G., Wen, X &amp; Zhang, Y. (2022). Relationship between workplace ostracism and turnover intention among nurses: the sequential mediating effects of emotional labor and nurse-patient relationship. <i>Psychology, Health and Medicine</i>. 27 (7), 1596-1601</p> <ul style="list-style-type: none"> <li>- Times Cited Web of Science®: 26</li> <li>- Times Cited Scopus: 22</li> <li>- Times Cited Google Scholar: 42</li> </ul>
10	<p>Ma, S., Xie, W. &amp; Ramalho, N. (2021). Impact of bullying on occupational commitment in young nursing professionals: the mediating role of emotional labour and emotional exhaustion. <i>Contemporary Nurse</i>. 57, 13-27</p> <ul style="list-style-type: none"> <li>- Times Cited Web of Science®: 10</li> <li>- Times Cited Scopus: 9</li> <li>- Times Cited Google Scholar: 14</li> </ul>
11	<p>Ma, S., Xu, X, Trigo, V. &amp; Ramalho, N. (2021). Managing doctor-patient relationships and turnover intention in Chinese hospitals with commitment HRM: the moderating role of pragmatism. <i>International Journal of Public Administration</i>. 44 (2), 167-176</p> <ul style="list-style-type: none"> <li>- Times Cited Web of Science®: 2</li> <li>- Times Cited Scopus: 2</li> <li>- Times Cited Google Scholar: 3</li> </ul>
12	<p>Gou, L., Ma, S., Wang, G., Zeng, W., Wen, X. &amp; Zhang, Y. (2020). Emotional labor as a mediator between workplace ostracism and emotional exhaustion in nursing professionals. <i>Modern Clinical Nursing</i>. 19 (6)</p>

13	Ma, S., Gou, L. & Zeng, W. L. (2020). Development and validation of nurse-patient relationship scale from nurses' perspective. <i>Journal of Nursing Science</i> . 35 (10), 55-58 - Times Cited Google Scholar: 8
14	Ma, S., Silva, M. G., Trigo, V. & Callan, V. J. (2020). The Influence of emotional labor and emotional intelligence on job performance: Does ownership type matter? A comparison of public and private organizations in China. <i>International Journal of Public Administration</i> . 43 (9), 745-756 - Times Cited Web of Science®: 9 - Times Cited Scopus: 5 - Times Cited Google Scholar: 21
15	Zhang, T., Wang, H. X., Li, Y.Z., Zhao, Q. F. & Ma, S. (2019). Time-lagged study on psychological contract breach, perceived organizational support and turnover intention of general practitioners. <i>Chinese Primary Health Care</i> . 33 (12), 89-92
16	Li, Y. Z., Zhang, T., Wang, H. X., Zhao, Q. F. & Ma, S. (2019). General Practitioners' Turnover Intention and Related Factors in Pudong New Area, Shanghai during the Implementation of the "Eight Incentive Policies": a Cross-sectional Survey. <i>Chinese General Practice</i> . 22 (34), 4261-4265 - Times Cited Scopus: 3 - Times Cited Google Scholar: 1
17	Zeng, W. L., Ma, S. & Gou, L. (2018). Development and validation of doctor-patient relationship scale in China. <i>Chinese Health Quality Management</i> . 6, 57-61 - Times Cited Google Scholar: 3
18	Zeng, W. L., Ma, S., Yu, Z. G. & Zhao, Y. W. (2018). Impact of resident standardized training satisfaction and perceived organizational support on career commitment: a study of teachers of resident standardized training in China. <i>Chinese Hospitals</i> . 12, 33-36
19	Zheng, G., Cai, Y. & Ma, S. (2017). Towards an analytical framework for understanding the development of a quality assurance system in an international joint programme. <i>European Journal of Higher Education</i> . 7 (3), 243-260 - Times Cited Web of Science®: 16 - Times Cited Scopus: 21
20	Ma, S., Xu, X., Trigo, V. & Ramalho, N. J. C. (2017). Doctor-patient relationships (DPR) in China: managers and clinicians' twofold pathways from commitment HR practices. <i>Journal of Health Organization and Management</i> . 31 (1), 110-124 - Times Cited Web of Science®: 25 - Times Cited Scopus: 27 - Times Cited Google Scholar: 34
21	Ma, S., Silva, M., Callan, V. & Trigo, V. (2016). Control and commitment HR practices, job satisfaction and turnover intentions: a comparison between local and multinational firms in China. <i>International Journal of Human Resource Management</i> . 27 (9), 974-990 - Times Cited Web of Science®: 42 - Times Cited Scopus: 45 - Times Cited Google Scholar: 94
22	António, N. S. & Ma, S. (2015). China's special economic zones in Africa: context, motivations and progress. <i>Euro Asia Journal of Management</i> . 25 (44), 79-103 - Times Cited Google Scholar: 33
23	Ma, S. (2014). When the Manager Is from the Post-1985 Generation. <i>Business Review</i> . 144 (8), 118-125

24	Ma, S., Yihong, Z. & Wen-hong, Z. (2012). The employability constructs of Chinese undergraduates. <i>Population and Economics</i> . 4, 34-42
25	Ma, S. & Trigo, V. (2012). The "country-of-origin effect" in employee turnover intention: evidence from China. <i>International Journal of Human Resource Management</i> . 23 (7), 1394-1413 - Times Cited Web of Science®: 24 - Times Cited Scopus: 15 - Times Cited Google Scholar: 34
26	Ma, S. & Trigo, V. (2011). Internalization of China's MBA education: failing to walk the talk?. <i>Journal of Teaching in International Business</i> . 22 (3), 149-167 - Times Cited Scopus: 12
27	Ma, S. (2009). Preliminary analysis of the challenge and countermeasures of MBA education in China: including student, teacher, teaching method & item management. <i>China Higher Education Research</i> . 1, 27-29
28	Ma, S. (2009). MBA Career Development Course with Chinese Characteristics. <i>Academic Degrees and Graduate Education</i> . 9, 35-38
29	Ma, S. & Trigo, V. (2008). Winning the war for managerial talent in China. <i>Chinese Economy</i> . 41 (3), 34-57 - Times Cited Scopus: 28
30	Ma, S. & Trigo, V. (2006). HRM practices in China: does ownership structure matter, evidence from the transitional economy in China. <i>Global Economics and Management Review (GEMREV)</i> . XI (3), 21-50

#### - Editorial

1	Ma, S., Ramalho, N., Ayok, O. & Wang, G. (2026). Editorial: Employee Well-being and Health in a Boundaryless Workplace. <i>Frontiers in Organizational Psychology</i> .
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#### • Books and Book Chapters

##### - Book author

1	Zeng, W. & Ma, S. (2019). <i>How to Help Doctors—Implications from Study of Chinese Doctor's Organizational Commitment and Turnover Intention</i> ,. Chengdu. University of Electronic Science and Technology of China Press.
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##### - Book chapter

1	Ma, S., Silva, M. G., Trigo, V. & Callan, V. (2020). Emotional labor and emotional intelligence on job performance: comparison of public and private organizations in China. In Ali Farazmand (Ed.), <i>Global encyclopedia of public administration, public policy, and governance</i> .: Springer.
2	Ma, S. & Zhang, J.M. (2020). Belt and road initiative (BRI) in Portugal: Progress and impacts. In <i>Annual Report on the Development of Cooperation between China and Portuguese-speaking Countries (2020)</i> . (pp. 200-213). Beijing: Social Sciences Academic Press. - Times Cited Google Scholar: 2

3	Ma, S., Xu, X, Trigo, V. & Ramalho, N. (2020). Pragmatism matters in Chinese public hospital management and doctor patient relationship. In Ali Farazmand (Ed.), Global encyclopedia of public administration, public policy, and governance. (pp. 1-6): Springer.
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## • Conferences/Workshops and Talks

### - Publication in conference proceedings

1	Ma, S., Silva, M. G., Trigo, V. & Callan, V. (2015). Do job positions matter in emotional labor and in its relationship with job performance?. In José Carlos Dias Rouco (Ed.), Proceedings of the 11th European Conference on Management Leadership and Governance (ECMLG 2015). (pp. 242-247). Lisbon: Academic Conferences & Publishing International (ACPI). - Times Cited Web of Science®: 3 - Times Cited Google Scholar: 10
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### - Conference proceedings editor

1	Ma, S. & Liang, J. (2010). Internationalization of China's MBA Education: Global Vision and Insubstantial Action- Empirical Studies of MBA Education in Mainland China. Lanzhou.
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### - Talk

1	Lu, R. & Ma, S. (2025). How Knowledge Sharing Influences Patient Health Literacy and Doctor-Patient Trust: Evidence from Chronic disease doctors in China. EURAM 2025.
2	Ma, S., Lai, H., Zeng, W.L. & Ramalho, N. (2019). Postmigration place identity and turnover intentions among Chinese millennial migrant workers: the roles of career development satisfaction and organizational identification. The 12th Chinese Strategic Management Scholar Forum.
3	Zeng, W.L. & Ma, S. (2019). Does Leader-member Exchange Matter on Doctor-patient Relationship in China?. EURAM Annual Conference 2019.
4	Li, G. & Ma, S. (2018). Ostracism, Emotional Labor, Nurse-Patient Relationship and Turnover Intention: A Model of Workplace Ostracism and Its Consequence in Nursing Professional. 13th European Academy of Occupational Health Psychology Conference.
5	Ma, S., Ramalho, N. & Xie, W (2018). Emotional Labor, Emotional Exhaustion, and Affective Occupational Commitment: A Process Model of Workplace Bullying and Its Consequence in Nursing Professional. 2018 EURAM Conference.
6	Ma, S., Silva, M. G., Trigo, V. & Callan, V. J. (2017). The Influence of Emotional Labor and Emotional Intelligence on Job Performance: does ownership structure matter? - A Comparison of Public and Private Organizations in China. The Ninth International Symposium on Multinational Business Management-- Entrepreneurship, Organizational Change and Employment Management.
7	Song, T., Ma, S. & Hao, S. (2017). Chinese Firms' Integration Approaches in Their Overseas Mergers & Acquisitions in Developed Economies: Case Studies in Europe . The Ninth International Symposium on Multinational Business Management-- Entrepreneurship, Organizational Change and Employment Management.

8	Ma, S., Xu, X, Trigo, V. & Ramalho, N. (2017). Pragmatism Matters: The Moderation Effect of Pragmatism on the Path between Commitment HRM Practices to Doctor-Patient Relationships and Turnover Intention. The Ninth International Symposium on Multinational Business Management-- Entrepreneurship, Organizational Change and Employment Management.
9	Zheng, G., Cai, Y. & Ma, S. (2016). TOWARDS AN ANALYTICAL FRAMEWORK FOR UNDERSTANDING THE ESTABLISHMENT OF QUALITY ASSURANCE IN JOINT DOCTORAL DEGREE PROGRAMMES BETWEEN EUROPEAN AND CHINESE UNIVERSITIES. Eu-SPRI Forum Early Career Researcher Conference (ECC): "Science, Innovation and the University: keys to social impact". - Times Cited Google Scholar: 2
10	António, N. & Ma, S. (2015). China's Special Economic Zones in Africa: Context, Motivation and Progress. 15th EBES Conference- Lisbon.
11	Ma, S., Silva, M. G., Trigo, V. & V. Callan (2015). Do job positions matter in emotional labor and in its relationship with job performance?. 11th European Conference on Management Leadership and Governance (ECMLG 2015).
12	Ma, S., Silva, M. & Trigo, V. (2015). Emotional Intelligence, Emotional Labor and Job Performance: Does Employer Ownership Matter? - Evidence from China. 15th EBES Conference.
13	Ma, S., Trigo, V. & Silva, M. Gabriela (2014). Emotional Intelligence, Familial Background and job performance - Evidence from Professional Managers in China . GEMRev Brown-bag Seminar.

**- Conference paper not in proceedings**

1	Yao, S., Ma, S., Shi L. & Wu, F. (2024). China's "Performance Appraisal System" of Public Hospitals and Its Implementation Effects: An Empirical Study Based on Stakeholder Theory and the Balanced Scorecard. EURAM 2024 Conference. - Times Cited Google Scholar: 1
2	Zeng, W.L. & Ma, S. (2024). Job Demands and Resources in Distant Working Conditions and Their Impact on Emotional Well-being: Evidence from a Longitudinal Study of Healthcare Workers. EURAM 2024 Conference.
3	Wang, X. & Ma, S. (2023). How does COVID-19 pandemic change Chinese nurses' job demands and their association with burnout? Evidence from China. The 10th Biennial IACMR Conference 14-18 June 2023.

**• Other Publications**

**- Working Papers**

1	Ma, S. & Trigo, V. (2013). Zhu Dandan (A): Promotions. Business Case.
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**- Other publications**

1	Ma, S., Zhou, Y. & Trigo, V. (2020). ZHU DANDAN (B): LEADERSHIP DEVELOPMENT. Business Case. 1-10
2	Ma, S. & Trigo, V. (2013). ZHU DANDAN (A): PROMOTIONS and TEACHING NOTE. IVEY CASE CENTER.

## Awards

Best Paper 2019 Award, by Chinese Health Quality Management for article entitled "Development and Validation of Doctor-Patient Relationship Scale in China" (Zeng, Weilong; Ma, Shaozhuang; and Gou, Li, 2018) (2020)

ISCTE-IUL Scientific Awards (2016)

Best Paper Award, Eu-SPRI Forum Early Career Researcher Conference (ECC): "Science, Innovation and the University: keys to social impact" organized by INGENIO, 13- 15 April 2016 at Valencia, Spain (2016)

Science Publication Award ISCTE Business School (2015)

## Research Networks

Research Network Name	Representative Role	Period
Scientific Committee	Member	2022 - 2026

## Professional Associations

European Academy of Management (Since 2018)

European Association for Chinese Studies (Since 2017)

International Association for Chinese Management Research (Since 2006)

## Organization/Coordination of Events

Type of Organization/Coordination	Event Title	Organizer	Year
Coordination of scientific event (with scientific committee) at ISCTE-IUL	XX Comité Científico da Associação Europeia de Estudos Chineses (EACS)	European Association for Chinese Studies (EACS)	2013 - 2014

## Scientific Editing/Reviewing Activities

Type of Activity	Journal Title	ISSN/Quartile	Period	Language
Scientific journal editor	Frontiers in Organizational Psychology	2813-771X	2023 - 2024	English
Scientific journal editor	International Journal of Health Planning and Management	0749-6753 / Q2	2022 - 2025	English