

## Curriculum Vitae

Zhihai Zhang was born on 12 December 1963 in a small village in Liaoning Province, the People's Republic of China. In 1981, he enrolled in the Department of Agricultural Engineering at Shenyang Agricultural University. In 1985, he finished his undergraduate studies and obtained a Bachelor Degree in engineering. The same year he continued to pursue postgraduate studies, in the same department. In 1988, he obtained a Master Degree in engineering. After graduation, he worked as a deputy departmental manager in the Liaoning Provincial Township Enterprises (Group) Corporation for three years. He then worked as a quality management consultant (engineer, governmental official) at the Technology and Quality Department of the Liaoning Provincial Township Enterprises Management Institute, which is a provincial governmental agency of the Liaoning Provincial People's Government. Between June and September 1993, he was sent by the Chinese government to Japan to systematically study Japanese TQM implementation and standardization activities. In September 1995, he came to the Faculty of Management and Organization at the University of Groningen in the Netherlands as a visiting scholar through the cultural exchange program between the Chinese and Dutch governments. In March 1997, he became a PhD candidate at this faculty. His research has focused on TQM, ISO 9000, product design, production management, and technology innovation. During the period of his PhD study he published a number of papers, which are listed as follows:

1. Zhang, Z.H. (1997a), Quality management efforts in China: State supervision and inspection of product quality, *SOM Research Report*, 970A20, University of Groningen, The Netherlands.
2. Zhang, Z.H. (1997b), Developing a TQM quality management method model, *SOM Research Report*, 970A48, University of Groningen, The Netherlands.
3. Zhang, Z.H. (1998a), State supervision and inspection of product quality in China, *Quality Progress*, Vol. 31 No. 12, December, pp. 53-57.
4. Zhang, Z.H. (1998b), Application of experimental design in new product development, *TQM Magazine*, Vol. 10 No. 6, pp. 432-437.
5. Zhang, Z.H. (1998c), Kwaliteitsmanagement in China (in Dutch), *SIGMA*, August, pp. 32-36.
6. Zhang, Z.H. (1998d), New product development using experimental design, *SOM Research Report*, 98A04, University of Groningen, The Netherlands.
7. Zhang, Z.H. (1999a), Quality management efforts in China, In S.K.M. Ho (Ed.), *TQM & Innovation* (pp. 655-660), School of Business, Hongkong Baptist University, Hongkong.
8. Zhang, Z.H. (1999b), Developing an instrument for measuring TQM implementation in a Chinese context, *SOM Research Report*, 99A48, University of Groningen, The Netherlands.
9. Zhang, Z.H. (2000a), Developing a model of quality management methods and evaluating their effects on business performance, *Total Quality Management*, Vol. 11 No. 1, pp. 129-137.
10. Zhang, Z.H. (2000b), Quality management approach in China, *TQM Magazine*, Vol. 12 No. 2, pp. 92-104.
11. Zhang, Z.H. (2000c), The Effects of TQM Implementation on Overall Business Performance, In S.K.M.Ho and C.C.Leong (Eds.), *ISO 9000 & TQM for 2000* (pp. 456-460), School of Business, Hongkong Baptist University, Hongkong.
12. Zhang, Z.H. (2000d), The impact of TQM implementation on overall business performance: An exploratory study, *SOM Research Report*, 00A24, University of Groningen, The Netherlands.
13. Zhang, Z.H. (2000e), TQM implementation does pay off (Part 1), *Bedrijfskundig Vakblad*, No. 7, pp. 27-32.
14. Zhang, Z.H. (2000f), TQM implementation does pay off (Part 2), *Bedrijfskundig Vakblad*, No. 8, pp. 14-20.
15. Zhang, Z.H., Waszink, A., and Wijngaard, J. (2000), An instrument for measuring TQM implementation for Chinese manufacturing companies, *International Journal of Quality & Reliability Management*, Vol. 17 No 7, pp. 730-755.

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