

**Curriculum Vitae**  
Shen-Chen Chang

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**Updated: 6 September, 2014**

## **CURRENT POSITION**

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Assistant Professor in Institute of Human Resource Management and Master Program of Global Human Resource Management (Non-Tenure Track), National Sun Yat-Sen University (NSYSU), Taiwan

## **DISSERTATION**

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The Role of Institutional Entrepreneurship in Standard War: The Case of Blu-ray Disc.

Supervisor: Klaus Nielsen, John Kelly

Examiner: Peter Karnoe, Thierry Rayna

## **EDUCATION**

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Jan 2008 - Apr 2013	Ph.D. in Management University of London
Sep 2004 - June 2007	Ph.D. Candidate in Human Resource Management National Sun Yat-Sen University, Taiwan
Sep 1999 - June 2002	M.A., Social Informatics Yuan Ze University, Taiwan
Sep 1997 - June 1999	B.A., Mass Communication Chinese Culture University, Taiwan

## **Working Experience**

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2013 - to date	Assistant Professor	Institute of Human Resource Management National Sun Yat-Sen University
2004 - 2007	Research Assistant	National Sun Yat-Sen University
2003 - 2004	Marketing Researcher	Gamania, Ltd., Taiwan (online game company)

2002 - 2003	Marketing Researcher	Mindshare Taiwan Branch (media buying company)
1999 - 2000	Teaching Assistant	Lifelong education Division Yuan-Ze University course: e-business

## RESEARCH INTERESTS

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- Institutional Logic
- Institutional Work
- Technology Commercialisation
- Social Capital in Institutional Entrepreneurship
- Qualitative Study
- Human Resource Management

Especially, I am passionately interested in two research interests

### First

How do *hybrid organisations* (referring as incorporating competing institutional logic within organisation) strategically respond *multiple institutional logics* in the field? This stream focuses on distinct and diverse institutional logics influencing manager and employee's behaviour within organisation and its solution.

### Second

How does institutional work resonate institutional logic within institutional change processes? The body of empirical studies within institutional logic and institutional work are in distinct trajectory within the institutional theory. The former focuses on the macro-level while the later emphasises on the micro-level. Each perspective is used to downgrade the other one's contribution but do not provide convincing statement in its empirical study. I manage to propose a theoretical framework to integrate these two perspectives.

## RESEARCH GRANT

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2010      *Central Research Fund, University of London [AR/CRF/C]*  
The institutional change processes: A social capital perspective

## Granted Research Project

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- 1 Oct 2014 *Ministry of Science and Technology, Taiwan*  
- 31 Sep 2016 Organisation strategic response to institutional pressure: Integrating institutional logic, network viscosity and isomorphic effect (103-2633-H-110-002)

## JOURNAL ARTICLES & WORKING PAPERS

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1. Chang, S. -C., & Nielsen, K. The order has to be complied: Dominant institutional logic in standard war. *Journal of Business Research*. (under review)
2. Chang, S. -C., & Huang, H. -I. When institutional work misalign with institutional logics: The case of Sony and Toshiba. (ongoing)
3. Chang, S. -C., Uen, J. F., Tsai, S., & Lee, D. Hierarchical relationship between different institutional logics: Case of hospitality industry in Taiwan. (ongoing)
4. Uen, J. F., Chang\* ,S. -C., Tsai, S., & Lee, D. The thinking and application of corporate social responsibility in Taiwan hospitality industry: Case of Pasadena. (under review, submitted to *Management Review*) (in Mandarin)
5. Tsai, S., Lee, D., Uen, J. F., & Chang\*. S. -C. Cause-related marketing: Corporate Social Responsibility in Evergreen Plaza Hotel (Tainan). (ongoing)
6. Wu, C.-F., Chang, W.-C., & Chang, S.-C. Ideas, products, and logistics: The standardization processes in Taiwan organic agriculture industry. (ongoing)

(\* denotes corresponding author)

## SELECTED CONFERENCE PAPERS

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1. Nielsen, K., & Chang, S.-C. 2011. Institutional entrepreneurship and social capital in standards wars: Sony's sponsorship of the Blu-ray disc standard. Paper presented at SASE annual conference, Vienna, Austria.
2. Chang, S.-C. 2011. The role of institutional entrepreneurship in standard wars: The Blu-ray Disc case. Paper presented at the DIME-DRUID winter conference, Aalborg, Denmark.
3. Chang, S.-C. 2009. The Institutional Entrepreneurship Architecture: Toward the institutional change process. Paper presented at the Annual Conference of Academy of Management, Chicago, US.

4. Uen, J. F., & Chang, S.-C. 2006. The Effect of Institutional Force on HRM System of Enterprises: A Case Study on the High-Tech Manufacturing Sector in Taiwan. Paper presented at the EURAM 2006 Conference, Oslo, Norway.
5. Luo, J. D. and Chang, S.-C. 2002. The antecedents of hierarchical and network organisation's social capital: A comparative study. Paper presented at the Internet and Society Conference 2002 by National Tsing Hua University, Taiwan. (Mandarin)

## **BOOK PUBLICATIONS**

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1. Luo, J. D., Huang, K., & Chang, S.-C. 2000. EC mega-trend: E-Business. Taipei, Taiwan: Linking Books. (Mandarin)
2. Luo, J. D. Tu, W., & Chang, S. -C. 2001. Relations marketing in the Internet. Taipei, Taiwan: Linking Books. (Mandarin)

## **Affiliations**

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### **Academy of Management**

In OMT, Entrepreneurship, and TIM devisions

### **Danish Research Unit for Industrial Dynamics (DRUID)**

It contributes to the dynamics of technical, structural and institutional change at the firm, inter-firm, and industry level.

### **Centre for Innovation Management Research, Birkbeck (CIMR, Birkbeck)**

It contributes to the role of innovation systems, markets, social capital, entrepreneurship, and more.

## **INVITED PROFESSIONAL PRESENTATION/DISCUSSION**

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### *National*

Apr 2014, Guest Lecturer, *Qualitative Research Overview and Focus Group Discussion Method*.  
Department of Politics, National Taiwan University.

## TEACHING INTERESTS

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- Organisation Theory and Management
- Organisation Institutionalism
- Technology Commercialisation
- Qualitative Study
- Harvard Case Teaching Method

## COURSE TAUGHT

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### National Sun Yat-Sen University

#### Fall/2013

- **Organisation Theory and Management** (Compulsory in MBA level), (English taught)

#### Spring/2014

- **Management Development** (Elective course in MBA level), (English taught)
- **Research II (Qualitative Part)** (Compulsory course in MBA and EMBA level), (English and Mandarin taught)
- **Strategic Human Resource Management** (Elective course in MBA level, in Harvard Case Teaching Method), (English taught)

#### Fall/2014

- **Organisation Politics** (aka **Managing Organisational Change** (Elective course in MBA level), (English taught)
- **Organisation Theory and Management** (Compulsory course in MBA level), (English taught)

## Written Teaching Case

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1. Uen, J. F., Chang, S. -C., Tsai, S., & Lee, D. 2014. Corporate Social Responsibility in Pasadena. Funded by College of Management, National Sun Yat-Sen University. (in Mandarin)
1. Uen, J. F., Chang, S. -C., Tsai, S., & Lee, D. 2014. Cause-related Marketing: Corporate Social Responsibility in Evergreen Plaza Hotel (Tainan). (in Mandarin)