

Zhu Feng (Cynthia)

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Website: www.zhucynthiafeng.com

Email: zhufeng.cynthia@gmail.com

Phone: (86)13851661400

Education

HEC Paris

Jouy-en-Josas, France

Ph.D. in Management and Human Resources

September 2025

Visiting scholar, **University of North Carolina-Chapel Hill**

Fall 2023

Dissertation: The Paradox of Multicultural Experiences: Exploring the Social Impact with Home Country Compatriots

Finalist, the Organization Science/INFORMS Dissertation Proposal Competition
(1 of 8 finalists selected from 100+ entrants)

Vanderbilt University

Nashville, TN, U.S.

M.Ed in International Education Policy and Management

May 2015

B.S. in Human and Organizational Development

May 2013

Research

Interests

My research focuses on understanding how diversity shapes workplace dynamics in global contexts, particularly examining the complexities of multicultural experiences, leadership roles, and emerging technologies. I primarily use experimental methods, surveys, and field studies to investigate individuals' perceptions, interactions, and outcomes in organizational settings. Through this work, I aim to contribute insights that foster the development of more inclusive and effective global organizations.

Publication

Feng, Z., Chang, J. W., & Newark, D. (2025). Are you still one of us? When living abroad undermines perceived home country identification and trust from compatriots. *Journal of Experimental Social Psychology*, 121.

Under Review

Feng, Z., Netchaeva, E., & Yao, J. (Equal authorship). Title redacted. A study examining how leadership role occupancy affects physical health outcomes. (*Under review*)

Work in

Progress

Feng, Z. & Morozova, D. Different concerns, different choices: The psychology behind the gender gap in GenAI adoption. (*Data collection: 2 studies collected, 1 study in progress. Target: Academy of Management Journal*)

Feng, Z. The dark side of “becoming a local” abroad upon return: Foreign cultural adoption and social categorization in the home country. (*Data collection: 2 studies collected, 1 study in progress. Target: Organizational Behavior and Human Decision Processes*)

Feng, Z., & Maddux, W. Envied and Averted: How returnees' multicultural experiences lead to compatriots' identity threats. (*Data collection Phase: 1 study collected, 1 study in progress. Target: Journal of Applied Psychology*)

Feng, Z. When homecoming hurts: A dual-mechanism theory of compatriot reactions to returnees. (*Theory paper. Target: Journal of International Business Studies*)

Peer-reviewed
Conference
Presentations

Feng, Z., & Morozova, D. (July 2025). Different Concerns, Different Choices: The Psychology behind the Gender Gap in GenAI Adoption. Paper presented at Annual Academy of Management Meeting.

Netchaeva, E., Yao, J., & **Feng, Z.** (July 2025). Leaders' Susceptibility to Common Cold: Evidence from a Controlled Clinical Study of Virus Exposure. Paper presented at Annual Academy of Management Meeting.

Feng, Z. (October 2024). The Paradox of Multicultural Experiences Exploring the Social Impact with Home Country Compatriots. Finalist proposal presented at the Organization Science/INFORMS Dissertation Proposal Competition, Annual INFORMS Meeting.

Feng, Z., & Maddux, W. (August 2024). Envied and Averted: How returnees' multicultural experiences lead to compatriots' identity threats. Paper presented at Annual Academy of Management Meeting.

Feng, Z. & Morozova, D. (August 2024). Who's Using? Who's Evaluating? Gender Differences in Humanness Perception towards Users of Generative AI. Paper presented at Annual Academy of Management Meeting.

Feng, Z. (August 2023). The dark side of "Becoming a Local" abroad upon return: Foreign cultural adoption and social categorization in the home country. Paper presented at Annual Academy of Management Meeting.

Feng, Z. (August 2022). Multicultural experiences' influence on others' affect-based trust: A monocultural perspective. Paper presented at Annual Academy of Management Meeting.

Feng, Z. (June 2022). Why and how do CEOs develop sustainable strategies? A case study of a Chinese engineering company in the cement industry. Paper presented at ISEOR Colloque international et séminaire doctoral.

Invited Talks and Seminars	Feng, Z., & Morozova, D. (October 2025). Different Concerns, Different Choices: The Psychology behind the Gender Gap in GenAI Adoption. Department of Business Management, School of Business, Nanjing University, Nanjing, China.	
Teaching Experience	Organizational Behavior	HEC Paris
	Teaching Instructor	January - March 2024
	Social Entrepreneurship (online course)	HEC Paris
	Teaching Assistant	October 2019 - March 2020
Honors and Scholarships	Finalist, <i>Organization Science/INFORMS Dissertation Proposal Competition</i>	2024
	EUR Research Grant	2024
	GREGHEC Research Grant	2021, 2022, 2023
	HEC Paris Foundation Scholarship	2019-Present
	TPEG Tuition Grant	2013-2015
Research Experience	Teacher Peer Excellence Group Project (TPEG)	Nashville, TN
	Research Assistant	2013 – 2015
Professional Work Experience	Vanderbilt University, Hubert H. Humphrey Program	Nashville, TN
	Program Coordinator	2015-2019
	<i>Coordinated and facilitated leadership and professional development seminars for international mid-career leaders; managed program evaluation, grant writing, stakeholder partnerships, and social media.</i>	
	Vanderbilt University, Undergrad Admissions Office	Nashville, TN
	International Outreach	2014-2015
	<i>Spearheaded Vanderbilt's Chinese social media presence; enhanced international student recruitment through data-driven outreach strategies.</i>	
	Vanderbilt University, U.S.-China Center	Guangzhou, China
	Program Coordinator	2014
	<i>Coordinated international cultural and educational exchange programs.</i>	
	University of California, Berkeley, International Office	Berkeley, CA
	Full-time Intern	August - December 2012
References	Daniel Newark , Advisor	Jin Wook Chang , Co-advisor
	Associate Professor, Management & HR HEC Paris newark@hec.fr	Associate Professor, Management Business School, Korea University jinwookchang@korea.ac.kr
	William Maddux	
	Professor, Organizational Behavior	

Kenan-Flagler Business School
University of North Carolina-Chapel Hill
william.maddux@kenan-flagler.unc.edu