

Curriculum Vitae

Prof. Dr. Tatiana Khvatova

Emlyon Business School

23 Avenue Guy de Collongue, 69130 Écully, France

Cell: +7-921-748-5618

Email: khvatova@em-lyon.com

Introduction

- 26 years in academic research and teaching together with 10 years of business experience.
- Experience in securing external research grants and leading international research projects
- Over 80 research articles published in peer-reviewed Russian and foreign journals.
- Track record of developing and leading new initiatives in both academic and business environments. Currently leading the international joint doctoral programmes and other collaborative projects with strategic partner universities in Australia, Austria, China, Germany, Finland, the Netherlands, the USA and more.
- International experience covers Europe, Asia (Japan), Canada, and US. Wide range of management experience including academic management, project management, people management, information systems and organisation development. Particular strengths in innovation, strategy, knowledge management, quantitative methods, linking IT and management.

Fields of Expertise

- Strategic Management
- Innovation and Knowledge Management
- National Innovation Systems
- Quantitative Methods
- Research Methods

Specially developed author courses for short-term programmes:

- Russian Civilisation and Architecture
- Doing Business in Russia
- Working with Russians

Personal strengths

- Persuasive communicator (verbal / presentation & written)
- Strong team player
- Speak English, French and basic German, Russian (native)
- Ability to introduce / implement creative ideas and change effectively
- Objective, well-organised and focused
- Excellent interpersonal and communication skills

Education

- 2019 - present PhD course at Lappeenranta University of Technology, School of Business and Management, Finland.
- 2012 Post-doctoral degree (Habilitation, HDR, Dr. of Science) in Innovation Management, St. Petersburg State University of Economics and Finance, Russia.
Title of the post-doctoral thesis: The Methodology of Building Adaptive National Innovation System in Interaction with Institutional Environment
Themes: national innovation systems, economic policies, institutional theory, innovation and knowledge management in social and economic systems
- 1999 Ph.D. in Quantitative techniques and Mathematic modeling, St. Petersburg State Polytechnic University, Russia
Title of Ph.D. thesis: Techniques of Robust Evaluations of Correlations, Outlier Detection and their Programming
Themes: robust methods of correlation coefficient matrix assessment; applications to panel data collected from industrial enterprises
- 1997 Master of Science in Management, St. Petersburg State Polytechnic University, Russian – American Graduate School of Management in cooperation with the School of Management at the University of Texas in Dallas (USA)
Themes: management, strategic management, innovation management
- 1994 Diploma in Applied Mathematics and Engineering (equivalent of Master of Science), St. Petersburg State Polytechnic University, Faculty of Physics and Mechanics, Department of Applied Mathematics
Themes: mathematics, statistics, econometrics, quantitative techniques

Main Positions

- 2020 – present Professor of Innovation, Emylon Business School
Role: teaching Innovation Management and other subjects to UG and PG students and MBA audience; leading and participating in research projects, applying for external funds, doing research in innovation, knowledge management, national innovation systems; writing articles, books, manuals for students; supervising Master and PhD works; participating in conferences; performing administrative functions
- 2013 – 2020 Full Professor and Head of International PhD programmes, Higher School of Management and Business, Peter the Great St. Petersburg Polytechnic University
Role: teaching Innovation Management, Strategic Management, International Business, Systems Approach, Cross-cultural issues of Doing Business, Strategic Analysis, Research Methods, Quantitative Methods to UG and PG students and MBA audience; doing research; publication activity; supervising

Master and PhD works; participating in conferences; performing administrative functions; lecturing in Finland, Germany, France, Netherlands , Canada (visiting professor at MS and BS programmes)

Major achievements:

- published 26 articles in international peer-reviewed journals Scopus/WOS
- secured two research grants (13,000 euro)
- developed 6 new courses for Master students in English language
- successfully supervised PhD students
- enhanced guest professorships
- signed a number of agreements with new partner universities.

1999 – 2013 Associate Professor, International Graduate School of Management, St. Petersburg Polytechnic University

Role: teaching, research, international collaboration

- a) Teaching: Strategic Management, Systems Approach, Innovation Management, Business, Strategic Analysis, Quantitative Methods, Statistics to undergraduate and postgraduate levels;
- b) Research: leading and participating in research projects in Germany and Russia, doing research in innovation, national innovation system, writing articles, books, manuals for students, supervising Master theses, participating in conferences;
- c) International collaboration: visiting Finland, Germany, France with guest lectures

Major achievements:

- gained 4 individual research grants (12,000 euro)
- published 3 books and 50 research articles
- participated in two large-scale research projects financed by the State Government of Russian Federation
- successfully completed post-doctoral work (HDR) and got professorship
- created portfolio of courses taught in English language

1996 – 1999 Lecturer, Organizational Theory Department, St. Petersburg State Polytechnic University

1994 – 1995 Junior Lecturer, Department of Applied Mathematics, St. Petersburg State Polytechnic University

Other Positions

2019 Member of the jury for the Case Competition at the 12th Russian-German Raw material Symposium, The State Mining University, St. Petersburg, Russia, 27 November 2019

2019 Member of the Committee for European Conference on the Impact of Artificial Intelligence and Robotics (ECIAIR, ACPI, Reading, UK)

2018 – present Memer of CESEENet Executive Committee (CESEENet - Central and South-

East-European PhD Network

- 2015 - present Reviewer for Journal of Management Development (14 articles reviewed in 2015-2018), Journal of Knowledge Management, International Journal of Human Resource Management, Electronic Journal of Knowledge Management, Journal of Public Administration, Leadership & Organisational Development, Scientometrics, International Journal of Human-Computer Interaction and more
- 2018 – present Member of the editorial board for peer-reviewed journals: Prospects of Science, Global Scientific Potential, Science and Business
- 2017 – present Member of the Committee for the European Conference of Management, Leadership and Governance (ACPIL, Reading, UK)
- 2005 – present Lecturer at the Institute of International Education Programs at Peter the Great St. Petersburg Polytechnic University
- Role:* Lecturing to international students from 15 countries, participating in summer and winter schools, leading interdisciplinary project tutorial, organizing field-trips to companies
- Major achievements:* created and a project-oriented course for Doing Business in St. Petersburg (Project Tutorial) which is highly appreciated by students, organised a number of field trips to companies
- 2009 – 2012 Research-Fellow (part-time) for the project “Developing the methodology of managing innovative cluster’s potential”, St. Petersburg State Polytechnic University
- Brief description of duties:* This was the State government contract for university-industry collaboration within the Framework program of Russian State 2009-2013. The aim of the project was to develop a concept of integrating scientific-technological, educational and entrepreneurial sectors of the economy. In this project I was involved into the interaction with the managers of St. Petersburg industrial clusters, doing surveys, quantitative analysis of the data, etc
- 2006 – 2012 Visiting Scholar (part-time), International Management Department, Otto-Friedrich University, Bamberg, Germany
- Brief description of duties:* Leader of own research projects held in collaboration with Otto-Friedrich University, Bamberg, Germany. The 3 month visits to this university (in 2006-2012) were sponsored by German Academic Exchange Service (DAAD). This helped me to reach my research objectives and complete my post-doctoral work

Visiting professorships

- 2018 Visiting international professor (V.I.P.) at Brock University, the Goodman School of Business, St.Catherines, Canada, V.I.P. mobility programme. Research seminar
- *Research collaboration initiated – ‘mobile commerce’*
- 2018 Visiting Professor at Higher School of Economics (St.Petersburg), lectures “Russian business environment”, Summer school

- 2017 – present Visiting Professor at EDC Paris* (Paris Business School), France, Lectures “Russia as a target market”, MS Students
**Research collaboration – institutional aspects of BOL adoption*
- 2017 Visiting Professor at the University of Jyväskylä, Finland. Lectures “Cross-cultural Management”, BS students
- 2016, 2017 Visiting Professor at the University of Hannover*, Germany. Lectures “Cross-cultural Management”, MS students
**Research collaboration – project on sustainability of consumption*
- 2016 Visiting Professor at Zuyd University of Applied Sciences, Maastricht, the Netherlands. Lectures “Strategic Management”, MS students
- 2015 Visiting Professor at St. Petersburg National Research University of Information Technologies, Mechanics and Optics (ITMO). Lectures “Cross-cultural issues of doing business”, international summer school
- 2015 – present Ongoing research collaboration with professors from Moscow Technological University (MIREA) which resulted in publishing 2 and 3 star ABS papers and other papers in ranked Russian and foreign journals
- 2015 – present Ongoing research collaboration with colleagues from Russian Academy of Sciences, project “Researchers in social networks” (2017-2019). Numerous publications in Russian and foreign ranked journals
- 2014 Visiting Professor at the Graduate School of Business of Lomonosov State University in Moscow. Lectures and seminars “Essentials of International Economics”, international MS students
- 2011 – 2013 Visiting Professor at IDRAC Business School*, Lyon, France
 Lectures and seminars “Doing business in Russia and Scandinavia”. Duration: 16 classroom hours, diploma students; Lectures and seminars “Managing risks in international business”. Duration: 8 classroom hours, MS students
**Research collaboration – over 10 papers published together with Prof. Jessica Lichy (IDRAC) on new business models, digital technologies, Big Data*
- 2011 – present Visiting Professor at Haaga-Helia University of Applied Sciences, Helsinki, Finland, lectures “Peculiarities of doing business in Russia”. international MS students
- 2011 Visiting Professor at Arcada University of Applied Sciences, Helsinki, Finland; Lecture “Russia as a target market”, international MS students.
- 2009 – 2017 Visiting Professor at Savonia University of Applied Sciences, Kuopio, Finland
 Lectures and seminars “PESTLE analysis of Russia’s business environment”. Duration: 16 classroom hours, Lectures and seminars “Doing business in St. Petersburg”. Duration: 8 classroom hours. Lecture on “Political situation in Russia”. All lectures are international bachelor and master students
- 2006 – 2010 Visiting Professor at Seinajoki University of Applied Sciences, Seinajoki, Finland. course “Doing business in the North-West of Russia”. Duration: 16 classroom hours, 8th semester international bachelor and master students

Membership in Professional Associations

Member of Baltic Management Development Association (since 2012)

Member of British Academy of Management (since 2016)

Member of Academy of International Business, AIB (since 2017)

Administrative work

2017– 2018 Deputy Director for International Activities, Institute of Industrial Management, Economics and Trade, Peter the Great St. Petersburg Polytechnic University

Responsibilities: developing international strategy of the Institute, find new partners, negotiate agreements, develop and control existing international MS programmes and initiate new DD programmes, find foreign visiting professors, visit exhibitions and fairs, take care of exchange students from foreign partner universities, solving problems

2013 – present Member of St. Petersburg Polytechnic University Competitiveness Improvement Program “5-100 - 2020” team

Achievements: taking part in developing the roadmap for SPbPU Excellence Programme, responsible for developing international post-doctoral education and the Global Education Programme

2013 – present Coordinator of joint PhD programs between St. Petersburg Polytechnic University and strategic partner universities in Germany (TU Berlin, Leibniz Universität Hannover, TU Cottbus-Zenftenberg), Finland (TU Lappeenranta), the USA (Texas-Dallas University), the Netherlands (VU Amsterdam), China (University of Beijing) and more

Responsibilities: networking, creating partnerships in PhD collaborations, preparing agreements, negotiating with international partners, attending congresses, international conferences and other networking events, arranging traineeships of Russian and foreign PhD students, arranging seminars and inviting guest lecturers for PhD students of SPbPU, managing the working group, developing online courses for PhDs in English language

2013 – 2016 Responsible for introducing ICT in teaching, International Graduate School of Management of St. Petersburg Polytechnic University

Responsibilities: Leading the faculty in developing online courses, helping to overcome passive resistance, coaching

2004 – 2010 Member of the Committee for supervising young researchers of St. Petersburg Polytechnic University

2004 – 2005 Head of Organizational Theory Department (temporary position), St. Petersburg State Polytechnic University

1999 – 2005 Member of the Scientific Board of the International Graduate School of Business

Business Experience

- 2016 - present Expert of Coleman Research
- 2012 – 2014 Lecturer and trainer at Volvo Manufacturing, Lyon, France
- 2001 – 2003 Project Engineer (part-time) at St. Petersburg Mechanical and Optical Factory
Brief description of duties: Working as part-time project manager in the department for reengineering business processes; introducing new software to the plant, making local acts and standards, coaching employees
- 1996-2001 English teacher at “EF” Education First, St. Petersburg branch [part time]
- 1994-1996 English teacher and manager at “Lenda” company, St. Petersburg [part time]
- 1993-1998 Self-employed tour guide in St. Petersburg

Honors and Awards

1. Erasmus Plus grants: 2020 – Lappeenranta University of Technology, Finland
2. Erasmus Plus grants: 2019 - The Odisee University College, Ghent, Belgium
3. Erasmus Plus grants: 2018 - The University of Toulouse – Jean Jaures (France); Technical University of Munchen (Germany)
4. Four stipends for research fellowship at Otto-Friedrich University, Bamberg, Germany. Awarded by the Russian Ministry of Education and German Fund of Academic Exchange (DAAD), 4 awards, 2006-2012
5. Emerald/BMDA Management Research Fund Awarded for the best research proposal (2012)
6. Award for the monograph “National Innovation Systems of Foreign Countries: Goals and Strategies of Development” granted by “Human Capital Foundation” (UK-Russia), 2008
7. Awarded participation at the 5th Globelics Academy in Tampere, Finland, 2-13th of June, 2008
8. Award for best scientific achievements, granted by St. Petersburg State Polytechnic University, 2007
9. Award for supervising best Master’s work, granted by St. Petersburg State Polytechnic University, 2008

Research Grants Obtained Personally

Russia’s Ministry of Education and German Fund of Academic Exchange (DAAD)

- 2012 “Studying the Influence of the Institutional Environment on the Innovative Output of Enterprises in the National Economy” (9000 euro)
- 2010 “Developing Dynamic-Spatial Model of Knowledge Creation/Diffusion/ Accumulation in the Innovation System of a Region” (6000 euro)
- 2008 “The System of Higher Education as an Instrument of Knowledge Generation and Synthesis, and the Key Link for Transferring Innovations into the Economic Environment: Studying the German experience” (5000 euro)
- 2006 “Knowledge Management as the Basis for the Company Competitiveness” (3000 euro).

Human Capital Foundation (UK):

2008 “National Innovation Systems of Foreign Countries: Goals and Strategies for Development”, grant for writing a monograph (10000 euro)

Major Research Project Participation

2019 – 2021 – participant of the project “One Drop”, Lappeenranta University of Technology in partnership with Peter the St. Petersburg Polytechnic University and the State Mining University

2017-2019 – participant of the project “Scientists in Social Networks: do academic social media help professional career?” supported by the Russian Foundation of Basic Research: Humanitary Research (10000 euro per year)

2009-2012 – participant in the project “Developing the Methodology of Managing Innovative Cluster’s potential”, St. Petersburg State Polytechnic University. Sponsor: the State Government of Russia. Head of the project: Member of Russian Academy of Sciences, Prof. Dr. Okrepilov V. (80000 euro per year)

Scientific visits abroad – min. 3 months duration

1. Research fellow at the International Management Department at Otto-Friedrich University in Bamberg, Germany, 09.15-12.15.2008. **Title of the research project:** “The System of Higher Education as an Instrument of Knowledge Generation and Synthesis, and the Key Link for Transferring Innovations into the Economic Environment: Studying the German Experience”.

2. Research fellow at the International Management Department at Otto-Friedrich University in Bamberg, Germany, 09.15-12.15.2010. **Title of the research project:** “Developing Dynamic-Spatial Model of Knowledge Creation/Diffusion/Accumulation in the Innovation System of a Region”.

3. Research fellow at the International Management Department at Otto-Friedrich University in Bamberg, Germany, 09.15-12.15.2012. **Title of the research project:** “Studying the Influence of the Institutional Environment on the Innovative Output of Enterprises in the National Economy”.

Teaching Experience (courses in alphabetic order, all courses are taught in Russian and in English)

Cross-cultural communications

Econometrics (postgraduate)

Economic Statistics (undergraduate)

Financial Aspects of Business Planning (undergraduate)

Fundamentals of Management (undergraduate)

Innovation Management (postgraduate)

International Economics (undergraduate)

International Business (undergraduate and post-graduate)

International Management (undergraduate)

Managerial Economics (postgraduate)

Modern Strategic Analysis (postgraduate)
National Innovation Systems (postgraduate)
Probability Theory (undergraduate)
Quantitative Techniques in Decision Making (postgraduate)
Research Methods (quantitative, postgraduate)
Russian Business Environment (undergraduate and postgraduate)
Risk Management in International Business (postgraduate)
Statistics (undergraduate and postgraduate)
Strategic Management (undergraduate)
System Approach in Management (postgraduate)

(Co-)Supervision of Theses (e.g. diploma ~, master ~, doctoral theses)

PhD theses:

1. Co-supervisor of Doctoral thesis of Madeleine Block (Germany). Successfully defended in November 2013. Title: "Inter-organizational knowledge sharing: a new approach to the management of knowledge", Joint Ph.D. Program of The University of Technology and Design (Wismar, Germany) and the University of Eastern Finland (Kuopio, Finland). Defended 23.12.2013, Magna Cum Laude
2. Supervisor of Sergey Pestov (Russia), started in 2015. The working title of the thesis is "The role of crowdfunding in start-ups financing in Russia".
3. Supervisor of Svetlana Grishina (Russia), started in 2015. Working title "Project management at an innovative enterprise".
4. Kamil Aguishev (Russia), started in 2016. Working title "Lean production management in construction"

Supervisor of over 70 BS/MS diploma theses in 2000-2019 in St. Petersburg State Polytechnic University.

Co-supervised Master thesis (2018):

Ksenia Shinkarenko (Russia), National, regional or industrial explanation for firm births in the European Union since 2010 until 2014 – a shift-share application. Co-supervised thesis together with Prof. Alcina Nunes, The Polytechnic University of Braganca, Portugal. Project for International Credit Mobility (ICM). Oral defence took place in July 2017 (with distinction).

Dmitry Kharin (Russia), Production Optimization Using Discrete Simulation, Co-supervised thesis together with Prof. Antonio Duarte, The Polytechnic University of Braganca, Portugal. Project for International Credit Mobility (ICM). Oral defence took place in July 2018.

Supervisor of Master theses at the LCC International University (Klaipeda, Lithuania):

1. Sara Khouri, "Refugees-entrepreneurs: incentives and barriers to adaptation", defended in 2018.
2. Oke Olugbenga David, „Assessment of Merger and Acquisition as a survival tool for organizations: a case study of Access Bank Plc and Skye Bank in Nigeria“ (working title). Defended with distinction in 2018.

The most recent Master theses (in past 5 years) include:

- 2018: Krupnik, K. "Risk management in international business: the example of oil industry"
Kulakov S. "Strategy of developing a production subsidiary of a company N in Finland"
Nikiforova N. "Intellectual potential of an enterprise in global economy"
- 2017: Lukyanchuk E. "Foreign companies in the Russian market of medical equipment: analysis of factors and strategies of business development"
Yurchenko T. "Analysis of an enterprise strategy (El Grano company)"
- 2016: Barvinko, M. "Developing innovative strategy of "Kazatomprom" enterprise"
Dereviannykh, D. "Developing regional innovation system of St. Petersburg"
Izotov, A. "Characteristics of corporate governance in Russia: trends, international comparisons"
Loskutova, T. "Fostering competitiveness of a region: strategy of cluster development"
Sasev, A. "Organizing and putting to practice the system of distance learning: case study of an the International Graduate School of Business"
- 2015: Novoseltseva, E. "Strategies of commercialization of university research: the issue of intellectual property protection"
Yatsuk, P. "Strategy of developing an entrepreneurial university"
Mokrova, S. "Cluster as an instrument of regional development"
- 2014 Tsulaja, K. "Methods of analysis and optimization of business processes"
Vassilieva, E. "Improving the system of employees' motivation: case study of HBC - Sever"
Adov, S. "Developing risk management system at an industrial enterprise"

Language Skills

1. Russian Native language
2. English Fluent: oral, reading and writing
3. French Intermediate: reading and writing and speaking
4. German Pre-intermediate: reading, understanding; beginner: speaking and writing
5. Japanese True Beginner

Hobbies

Drawing (etchnings,monotypes), organizing personal exhibitions, attending art exhibitions, travelling, reading, learning about history, art, meeting people, swimming,skiing

St. Petersburg, 13.07.2020

Prof. Dr. Tatiana Khvatova



Publications

A) Journal Articles

International Ranked Peer-Reviewed Journals

1. Khvatova, T.Y., and Dushina S.A. (2020). Scientific online communication: the strategic landscape of ResearchGate users, *International Journal of Technology and Human Interaction, Special Issue Submission: Technology & Innovation: A Half-Century of Internet-Enabled Change*, IJTHI: Volume 17, Issue 2, Article 6 (**CNRS 4**, Scopus Q2, forthcoming).
2. Zhukov D.O., Khvatova T.Y., Millar, C. and Zatzman A. (2020). Modelling the stochastic dynamics of transitions between states in social systems incorporating self-organisation and memory, *Technological Forecasting and Social Change*, Volume 158, September 2020, 120134 (published online) (ABS 3 stars, **CNRS 2**, **FNEGE 2**).
3. Khvatova, T. and Thakur-Weigold, S. (2019), "The lipstick effect: turning around XT Beauty", *Emerald Emerging Markets Case Studies*, Vol. 9 Issue 3, 25 November 2019, Pages 1-20. <https://doi.org/10.1108/EEMCS-06-2018-0140> (Scopus)
4. Khvatova, T.Y., and Lichy, J. (2019). Rethinking solutions for rebalancing the education-job mismatch, *Journal of Management Development*, 38(9), pp. 733-754 (ABS 1 star, **CNRS 4**, **FNEGE 4**).
5. Shinkarenko, K., Nunes, A., and Khvatova, T. (2019). National, regional or industrial explanation for firms' deaths in the European Union since 2010 until 2014 – a shift- share application, *Global Business and Economics Review*, 21(3-4), pp. 346-361 (Scopus Q3).
6. Khvatova, T., Zhukov, D., Lesko, S. & Zaltsman, A. (2018). Managing social networks: applying Percolation theory methodology to understand individuals' attitudes and moods. *Technological Forecasting and Social Change*, Volume 129, April 2018, Pages 297-307 (ABS 3 stars, **CNRS 2**, **FNEGE 2**).
7. Sigov, A. S., Zhukov, D. O., Khvatova, T. Yu., and Andrianova, E. G. (2018). A Model of Forecasting of Information Events on the Basis of the Solution of a Boundary Value Problem for Systems with Memory and Self-Organization. *Journal of Communications Technology and Electronics*, 2018, Vol. 63, No. 12, pp. 1478–1485(Scopus Q3, SJR=0,273).
8. Zhukov D.O., Khvatova T.Y., Zatzman A., and Lesko, S. (2018). The influence of network density on clusterisation and percolation threshold on information distribution in social networks, *Informatika i ee primenenija*, vol. 12 (2), pp 90-97. [Влияние плотности связей на кластеризацию и порог перколяции при распространении информации в социальных сетях, *Информатика и ее применения*, Том 12, выпуск 2, стр. 90-97] (Scopus).
9. Dushina S.A., Khvatova, T.Y., and Nikolaenko G.A. (2018). Academic social networks: a platform for scientific exchange or an Instagram for scientists? (the example of ResearchGate), *Sotsiologicheskie issledovaniia*, Vol. 5, pp.121-131 [Академические интернет-сети: платформа для научного обмена или инстаграм для ученых? (На примере ResearchGate), *Социологические исследования*, Т.5, с. 212-131]. (Scopus)
10. Lichy, J., Kachur, M. and Khvatova, T. (2017). Big Data is watching YOU: Opportunities & challenges from the perspective of young adult consumers in Russia, *Journal of Marketing Management*, Vol. 33, Iss. 9-10, pp. 719-741. DOI: 10.1080/0267257X.2017.1313301. (ABS 2 stars, **CNRS 3**, **FNEGE 3**).
11. Khvatova, T. & Dushina, S. (2017). To Manage or to Govern? Researching the legitimacy of NPM-based institutional reforms in Russian universities. *Journal of Management Development*, Vol. 36, Iss. 2, pp.250-267 (ABS 1 star, **CNRS 4**, **FNEGE 4**).
12. Block, M. & Khvatova, T. (2017). University Transformation: Explaining Policymaking and Trends in Higher Education in Russia. *Journal of Management Development*, Vol. 36 No. 6, p. 761-779 (ABS 1 star, **CNRS 4**, **FNEGE 4**).

13. Khvatova, T., Block, M., Zhukov, D. & Lesko, S. (2016). How to measure trust: the percolation model applied to intra-organisational knowledge sharing networks. *Journal of Knowledge Management*, Vol. 20, Issue 5, p.918-935 (**CNRS 3, FNEGE 2, ABS 2 stars**).
14. Khvatova, T. & Block, M. (2016). Exploring the Role of Task-Related Trust in Intra-Organisational Knowledge Sharing. *International Journal of Human Resource Management*, Vol 28, No 2, p.333-355, DOI: 10.1080/09585192.2016.1244908. (ABS 3 stars, **CNRS 3, FNEGE 2**).
15. Khvatova, T., Lichy, J.& Block, M. (2016). Understanding the context and concept of business models in HEIs: perspectives from northern Europe. *Cahier Spécial dans la revue des sciences de gestion*, Vol. 2 (N° 278-279), pp. 118-130 (**CNRS 4, France**).
16. Khvatova, T., Lichy, J.& Pon, K. (2014). Engaging in digital technology: one size fits all? *Journal of Management Development*, Vol. 33 Iss: 7, pp. 638-661 (ABS 1 star, **CNRS 4, FNEGE 4**).
17. Khvatova, T., Kugel, S. & Block, M. (2014). On applying business models in higher education, *Sotsiologicheskie issledovaniia*, Vol. 10, pp.112-122 (Scopus).
18. Shevliakov, G., Vilchevsky, N. & Khvatova, T. (2002) . On a nonparametric robust detection of signals. *Journal of Mathematical Sciences*, Vol.3, No.6, pp. 3879-3887 (Scopus, Springer).

B) Books

19. Dushina, S., Kuprianov, V. and Khvatova, T. (2019). *Scientists in the networks of 'open science'*, Polytechnika Servis, St.Petersburg (in Russian).
20. Khvatova, T. (2013). *Methodology of developing an adaptive innovation system in interaction with the institutional environment*. Saarbrücken: Lambert Palmarium Academic Publishing (in Russian).
21. Khvatova, T. (2011). *Institutional mechanisms of implementing innovations in the national economy*. St. Petersburg: SPbSPU Publishing House (in Russian).
22. Khvatova, T. (2009). *National innovation systems of foreign countries: goals and strategies of development*. St. Petersburg: SPbSPU Publishing House (in Russian).

Russian Ranked Peer-Reviewed Journals (publications in English and Russian language)

23. Kuprianov, V.A., Khvatova, T.Yu., and Dushina, S.A. (2019). Scientific capitalism in academic social networks and analysis of its influence on scientists, *Digital Scholar: the laboratory of a philosopher*, Vol.2, Iss.4, p.61-81 [Куприянов В.А., Хватова Т.Ю., Душина С.А. Научный капитализм в академических социальных сетях анализ его влияния на ученых The Digital Scholar: лаборатория философа. 2019. Т. 2. № 4. С. 61-81.]
24. Y.L. Dossou & T.Y. Khvatova (2019). Opportunities and challenges for entrepreneurial innovations in Africa on the example of the Republic of Benin, *St. Petersburg State Polytechnical University Journal. Economics*, 12 (4), pp. 144–156. DOI: 10.18721/JE.12413
25. Agishev, K.N., Malnev S.Yu. Khvatova T.Yu. (2019). Developing the concept of managing investment projects based on instruments, methods and technologies of lean construction, *Business, Education, Law*, No.3 (48), pp. 207-211 [Разработка концепции управления инвестиционно-строительными проектами с использованием инструментов, методов и технологий бережливого строительства // Бизнес. Образование. Право. Вестник Волгоградского института бизнеса, 2019, август № 3 (48).с 207-211].
26. Tarek, T.Y., & Khvatova, T. (2019). Investigating the influence of accrued expenses on the earned value analysis of a project, *St. Petersburg State Polytechnical University Journal. Economics*, 12 (2) (2019) 103–111. DOI: 10.18721/JE.12210

27. Asaturova Yu. & Khvatova, T. (2019). Increasing of competitiveness of industrial enterprises under the conditions of financial deficit, *Nauchno-Technicheskie Vedomosti. Scientific-Technical Journal of St. Petersburg State Polytechnic University (SPbSPU)*, 12, No.1, 132-145.
28. Sigov, A.S., Zhukov, D.O., Khvatova, T.Yu. & Andrianova E.G. (2018). The model of forecasting information events based on the solution of a boundary-value problems for systems with memory and self-organization, *Information Processes*, Vol. 18, No.2, 106-117.
29. Dushina, S.A., Kupriyanov, V.A. & Khvatova T.Yu. (2018). Academic Social Media as a Representation of the "Open Science", *Sociology of Science and Technology*, Vol.9, No. 3, p. 80-98.
30. Asaturova Yu. & Khvatova, T. (2018). Development of Industrial Internet of Things in Russia, *Journal of Economy and entrepreneurship*, Vol. 12, 3 (92), 667-673.
31. Khvatova T., Dushina, S. & Nikolaenko, G. (2016). Scientists in professional networks. Towards the research methodology. *The problems of scientist and scientific groups activities. International annual papers*, No 2(32), 84-93.
32. Khvatova, T., Dushina, S. & Nikolaenko, G. (2015). Institutional dimensions in research universities: the problem of legitimation. *The Journal of Sociology of Science and Technology*, Russian Academy of Science, Vol. 6, № 3, 9-28.
33. Khvatova, T., Dushina, S., Lomovitskaya, V. & Nikolaenko, G. (2015). On new practices of public management in Russian universities (*the results of a field study*). *The Journal of Management*, No 3(9), 61-67.
34. Khvatova, T. & Block, M. (2013). Cultural Influences on Knowledge and Knowledge Sharing: Case-Study of Russia, Germany, Finland. *Nauchno-Technicheskie Vedomosti. Scientific-Technical Journal of St. Petersburg State Polytechnic University (SPbSPU)*, №1-2 (163), 72-79 (in English).
35. Khvatova, T. (2012). On Evaluating the Efficiency of Innovation Systems. *Nauchno-Technicheskie Vedomosti. Scientific-Technical Journal of St. Petersburg State Polytechnic University (SPbSPU)*, 2-2(75), Vol. 2, 157-163.
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