

แบบฟอร์มการขอเสนอวาระเข้าที่ประชุม
คณะกรรมการประจำคณะกรรมการบริการและการท่องเที่ยว

เรื่อง พิจารณาวินัยนักศึกษา Miss Zimo Li รหัสนักศึกษา 6830131002 หลักสูตรปรัชญาดุษฎีบัณฑิต
สาขาวิชาการจัดการการบริการและการท่องเที่ยวแบบบูรณาการ (หลักสูตรนานาชาติ) หลักสูตรใหม่ พ.ศ. 2565

ความเป็นมา

ด้วยหลักสูตรปรัชญาดุษฎีบัณฑิตสาขาวิชาการจัดการการบริการและการท่องเที่ยวแบบบูรณาการ (หลักสูตรนานาชาติ) หลักสูตรใหม่ พ.ศ. 2565 ขอเสนอวาระเข้าที่ประชุมดังนี้

พิจารณาวินัยนักศึกษา Miss Zimo Li รหัสนักศึกษา 6830131002 เนื่องด้วยหลักสูตรปรัชญาดุษฎีบัณฑิตสาขาวิชาการจัดการการบริการและการท่องเที่ยวแบบบูรณาการ (หลักสูตรนานาชาติ) ได้รับแจ้งจาก Dr. Mohsin Raza ว่าได้รับจดหมายและข้อความจากนักศึกษา รายนาม Miss Zimo Li รหัสนักศึกษา 6830131002 ซึ่งเนื้อหาและลักษณะของจดหมายดังกล่าวก่อให้เกิดความรู้สึกไม่สบายใจในการปฏิบัติหน้าที่อาจารย์ที่ปรึกษาวิทยานิพนธ์หลัก (Advisor) ตั้งแต่วันที่ 29 กันยายน 2568 ซึ่งอาจจะส่งผลกระทบโดยตรงต่อการดำเนินงานและการปฏิบัติหน้าที่ในตำแหน่งอาจารย์ที่ปรึกษาวิทยานิพนธ์หลักจากกรณีดังกล่าว

ทั้งนี้หลักสูตรฯ ได้ตรวจสอบหลักฐานในเบื้องต้นแล้วพบว่ามามีมูลที่อาจจะส่งผลก่อให้เกิดความไม่สบายใจต่อความสัมพันธ์ในฐานะอาจารย์ที่ปรึกษาวิทยานิพนธ์หลักและนักศึกษาจากพฤติกรรมดังกล่าว หลักสูตรจึงขอส่งเรื่องกรณีดังกล่าวให้กับวิทยาเขตเพื่อพิจารณาวินัยนักศึกษาต่อไป โดยขอเสนอรายชื่อคณะกรรมการเพื่อพิจารณาสอบสวนวินัยนักศึกษา จากคณะกรรมการบริการและการท่องเที่ยว จำนวน 3 ท่าน ดังนี้

1. รศ.ดร.ชยานนท์ ภูเจริญ (รองคณบดีฝ่ายวิจัยและบัณฑิตศึกษา, อาจารย์ประจำหลักสูตร)
2. ดร.ปฐวี อินทร์สุวรรณโณ (รองคณบดีฝ่ายพัฒนานักศึกษาและฝึกปฏิบัติงาน, อาจารย์ประจำหลักสูตร)
3. ผศ.ดร.ณริญา วีระกิจ (อาจารย์ประจำหลักสูตร)

ขั้นตอนที่ได้ดำเนินการไปแล้ว

ผ่านที่ประชุมคณะกรรมการบริหารหลักสูตรบริหารธุรกิจมหาบัณฑิตและปรัชญาดุษฎีบัณฑิตสาขาวิชาการจัดการการบริการและการท่องเที่ยวแบบบูรณาการ (หลักสูตรนานาชาติ) ในการประชุมครั้งที่ 5/2568 เมื่อวันที่ 24 ธันวาคม 2568

ข้อมูลประกอบการพิจารณา

เอกสารแนบ 1 หลักฐานประกอบการพิจารณาวินัยนักศึกษาและประวัตินักศึกษา Miss Zimo Li

ประเด็นพิจารณา

1. เพื่อพิจารณาให้ความเห็นชอบ การพิจารณาวินัยนักศึกษา Miss Zimo Li รหัสนักศึกษา 6830131002 โดยส่งเรื่องให้วิทยาเขตเพื่อพิจารณาวินัยนักศึกษาต่อไป
2. เพื่อพิจารณาให้ความเห็นชอบ การเสนอรายชื่อคณะกรรมการเพื่อพิจารณาสอบสวนวินัยนักศึกษา จากคณะกรรมการบริการและการท่องเที่ยว



LADDAWAN KANITTANAM <laddawan.ka@phuket.psu.ac.th>

Fwd: A request to Re-Allocation of PhD Advisor for PhD Student

1 message

Panuwat Phakdeeauksorn / รศ. ดร. ภาณุวัฒน์ ภักดีอักษร <panuwat.p@phuket.psu.ac.th>

Thu, Nov 27, 2025 at 2:13 PM

To: LADDAWAN KANITTANAM <laddawan.ka@phuket.psu.ac.th>

----- Forwarded message -----

From: **MOHSIN RAZA** <mohsin.r@phuket.psu.ac.th>

Date: Thu, 30 Oct 2568 BE at 15:24

Subject: A request to Re-Allocation of PhD Advisor for PhD Student

To: ภาณุวัฒน์ ภักดีอักษร <panuwat.p@phuket.psu.ac.th>

Cc: Assoc. Prof. Dr. Tatiyaporn Jarumaneerat <tatiyaporn.j@phuket.psu.ac.th>, Pornpisanu Promsivapallop <pornpisanu.p@phuket.psu.ac.th>

Dear Dr. Panuwat,

Good day, I appreciate the time you and other seniors spent listening to me regarding my PhD student, Miss Zimo. As I have shown you the communication all the way through, and even mentioned the matter, I still feel that things should have been done either way, and none of us wishes to experience such an incident.

As per our discussion, she has a different personality, as she emails anything to anyone without a second thought, not realizing whether we are the appropriate recipients. She keeps sending your and other faculty members' conversations to me that I feel are inappropriate. Apart from that, she keeps discussing me with other faculty members, and that is not very appropriate either. She is curious about whether I am single, what interests I have, and why I don't tell her who I am in a relationship with. I feel like this is my right not to disclose my personal information to students, and faculty management doesn't promote it either. Obviously, a PhD student should be restricted to only her thesis. She keeps mentioning other faculty members that my fingers are beautiful, my dressing is good, and I even got new pants, or being a national of a particular country, I could be involved in polygamy, and she should ask me how many wives I prefer to have. She is curious about why I can't be her friend, even though one of the faculty members mentioned that a supervisor and student cannot be friends, and that she should focus only on her thesis and timely graduation.

I have clearly told her that there is a line between a supervisor and a student, and that a relation of respect and distance should be maintained. I feel like she is crossing the line, and it could harm my integrity on any platform. For the past few weeks, I have been feeling uneasy about this matter, and I am afraid it could affect me or my mental health. Due to a series of incidents, I believe that I am not the appropriate one to supervise her. Based on that, I would like to request that the committee allow me to stop supervising her due to her inappropriate behavior.

Apart from her behavior, her thesis direction needs to be settled. She is a newly enrolled student, and it is common for students to take time to be on the right track of their PhD journey. So far, she keeps sending her thesis writing, and I keep advising, and I understand that we must be patient. So, I won't complain about her enthusiasm for her research.

I only request that I be excused from supervising her due to her behavior and that she be assigned to someone else who can manage her with special attention. I am available to supervise any other PhD student if you assign me one aligned with my expertise and interests, and I would ask for a short meeting with the student first to ensure we are on the same page.

Just to be clear, she and I only communicate on PSU email, and she doesn't have access to any of my personal email, line, WhatsApp, or phone number. As requested, I have attached a few pieces of evidence to this email. Please have a look at the attached file. Please let me know if any further information is required.

Cheers,
Dr. Mohsin Raza
Lecturer

Faculty of Hospitality and Tourism
Prince of Songkla University, Phuket Campus

www.fht.psu.ac.th



8 attachments



Email Image 2.jpg
440K



Email Image 1.jpg
547K



Email Image 3.jpg
916K

Email 1.pdf
125K

Email 3.pdf
124K

Email 2.pdf
123K

Email 4.pdf
124K

Email 5.pdf
240K



MOHSIN RAZA <mohsin.r@phuket.psu.ac.th>

I miss you so much

1 message

li zimo <zimoli2021@outlook.com>

Mon, Sep 29, 2025 at 9:14 PM

To: "mohsin.r@phuket.psu.ac.th" <mohsin.r@phuket.psu.ac.th>

Dear Mohsin,

I went to the central festival yesterday and two Chinese students followed me all the time. I met these two boys three times on different floors in the mall. I don't like this kind of arrangement and probing.

I think the school's methods are too obvious, and I am very disgusted. Today, two female teachers were arranged to meet me by chance. One is Nang, who works at IAC. One is Dr. Nichapat, who just gave me a class on Saturday afternoon. Nang greeted me, but Nichapat passed by me and turned a blind eye. I don't believe today is all a coincidence, I don't like this kind of probing.

So tomorrow, let's have a good discussion about study issues. Don't try to test me anymore. Last week, you arranged for Dr. Rimsha to tutor me. She just asked me a lot of questions to test my listening and reaction speed. Yesterday, I suddenly found out that the article you sent me in August was a collaboration between you and Rimsha. You two have been collaborating for a long time, but you graduated from different doctoral institutions.

All my best

Zimo



MOHSIN RAZA <mohsin.r@phuket.psu.ac.th>

On Eating Habits

1 message

li zimo <zimoli2021@outlook.com>

Sun, Oct 12, 2025 at 5:13 AM

To: "mohsin.r@phuket.psu.ac.th" <mohsin.r@phuket.psu.ac.th>

Dear Mohsin,

I'd like to ask about your dietary restrictions. Do you only eat halal food? I don't eat pork two or three days before each meeting and I'll have it on the day of the meeting or the next day. The meat I eat most often is chicken. If you mind, I can avoid pork. I'm considering inviting you to a meal this year if there's a chance, to thank you for your hard work.

Thanks

Zimo



MOHSIN RAZA <mohsin.r@phuket.psu.ac.th>

Unhappy

1 message

li zimo <zimoli2021@outlook.com>

Sun, Oct 12, 2025 at 3:11 PM

To: "mohsin.r@phuket.psu.ac.th" <mohsin.r@phuket.psu.ac.th>

Dear Mohsin,

Rimsha mentioned that you two are just colleagues and research partners, and she didn't emphasize any other relationship between you. Recently, while talking with her, I realized she prefers that you and I not become friends. She told me our interaction should remain strictly student-teacher, and nothing more. This has been weighing on me for the past few days, and I have to be honest—it makes me quite sad, and I find it hard to accept. Today, she also mentioned that you're married. I just wanted to gently ask if that's true.

If you don't want me to communicate much with her, I can refrain from chatting with her.

Thanks

Zimo



MOHSIN RAZA <mohsin.r@phuket.psu.ac.th>

Don't worry about me

1 message

li zimo <zimoli2021@outlook.com>

Tue, Oct 14, 2025 at 10:56 AM

To: "mohsin.r@phuket.psu.ac.th" <mohsin.r@phuket.psu.ac.th>

Dear Mohsin,

I use my personal email, although I already have a student account email. When I send homework to other teachers, I always use my personal email. I believe you must have more than one email and other social media accounts for communication. But obviously, so far, you haven't provided any. This is your own problem. The foundation of trust is built on good communication. I won't express personal preferences and emotional issues anymore. You don't need to worry.

Thanks

Zimo



MOHSIN RAZA <mohsin.r@phuket.psu.ac.th>

About the introduction

5 messages

li zimo <zimoli2021@outlook.com>
To: MOHSIN RAZA <mohsin.r@phuket.psu.ac.th>

Mon, Oct 13, 2025 at 7:03 PM

Dear Dr Mohsin,

I really can't write any more, and I truly have no way to make it better. I feel very tired.

Thanks
Zimo

 1013docx.docx
94K

MOHSIN RAZA <mohsin.r@phuket.psu.ac.th>
To: li zimo <zimoli2021@outlook.com>

Mon, Oct 13, 2025 at 7:12 PM

Thanks for your email. Have you lost the framework which we drew in your notebook? We need to follow that. Bring your notebook, and we will discuss that. Meanwhile, I will read this one too.

[Quoted text hidden]

—
Cheers,
Dr. Mohsin Raza
Lecturer
Faculty of Hospitality and Tourism
Prince of Songkla University, Phuket Campus
www.fht.psu.ac.th



li zimo <zimoli2021@outlook.com>
To: MOHSIN RAZA <mohsin.r@phuket.psu.ac.th>

Mon, Oct 13, 2025 at 8:07 PM

Dear Dr Mohsin,

I think I spend more time thinking than writing. I always overthink and am reluctant to put pen to paper, not knowing how to write in an organized way. After reading a literature today, I came up with some new ideas: Regarding destination social responsibility, Chongqing's efforts in environmental management, cultural heritage protection, and cultural inheritance align with the logic of social exchange theory, where benefits outweigh costs, directly influencing trust and destination image. Additionally, in terms of destination social responsibility practices, how to enhance foreign tourists' trust, strengthen their perception of authenticity, and form a positive destination image, thereby increasing their satisfaction and loyalty. Besides these two theories, I also considered the interpersonal relationship theory, but I'm not sure if it's appropriate. Because the interpersonal relationship theory shifts from transactional interaction to emotional connection. For instance, the interaction between Thai tourists and Chinese netizens requires deeper information and emotional exchange. Thai tourists sharing their genuine

travel experiences online, and the responses and encouragement from Chinese netizens, which are friendly, positive, and involve cross-cultural communication. Considering online communities, inviting Thai tourists to participate, such as offline meet-up activities organized by online travel social platforms.

For the tourism-related content, we can carry out live broadcasts in conjunction or engage in content cooperation to attract traffic. For example, as I initially wrote, the live broadcast in Bangkok and Chongqing in September was jointly held, and it was watched and commented on by tourists and netizens from both countries.

I still can't write reports and I'm feeling a bit anxious.

Thanks
Zimo

----- 原始邮件 -----

发件人: MOHSIN RAZA <mohsin.r@phuket.psu.ac.th>

日期: 2025年10月13日周一 19:12

收件人: li zimo <zimoli2021@outlook.com>

主题: Re: About the introduction

[Quoted text hidden]

ศูนย์กลางการศึกษานานาชาติ มุ่งสู่ความเป็นเลิศทางวิชาการของอาเซียน
International education hub towards ASEAN's academic excellence

MOHSIN RAZA <mohsin.r@phuket.psu.ac.th>
To: li zimo <zimoli2021@outlook.com>

Mon, Oct 13, 2025 at 8:21 PM

No worries. Thinking is part of learning too. Actually it generating ideas and giving you vision to see research deeply. Your mentioned idea is great but it is too long. We need to be specific minding the time limit of phd too. Meanwhile i want you to be very clear with your problem statement and framework before your presentation around 14 December. All students and supervisors might be invited there. So we need to present something robust, impactful and doable. See me tomorrow at 9 and we discuss further. Have very good evening.

Cheers,
Dr. Mohsin Raza
Lecturer
Faculty of Hospitality and Tourism
Prince of Songkla University, Phuket Campus
www.fht.psu.ac.th



[Quoted text hidden]

li zimo <zimoli2021@outlook.com>
To: MOHSIN RAZA <mohsin.r@phuket.psu.ac.th>

Mon, Oct 13, 2025 at 8:47 PM

What if I screw up and embarrass you? Does that mean I won't see you next year?

Are you gonna tell me the things I care about tomorrow morning?

Miss you, have a good evening.

----- 原始邮件 -----

发件人: MOHSIN RAZA <mohsin.r@phuket.psu.ac.th>

日期: 2025年10月13日周一 20:21

[Quoted text hidden]

[添加至群组](#)

Re: Questions and suggestions regarding the workshop

今天 19:15

Dear Li Zimo,

Do you have any specific evidence of her lack of teaching ability, other than the fact that she just holds a Ph.D.?

Best regards,
Panuwat

On Tue, 30 Sep 2568 BE at 15:43, li zimo
<zimoli2021@outlook.com> wrote:
Dear Panuwat,

I believe that we are neither volunteers nor merely listeners. Although her spoken English is fluent and the content of her presentation is somewhat helpful to us, I do not wish to be guided by young teachers who have just graduated and lack experience in teaching doctoral students.

All my best
Zimo

----- 原始邮件 -----

发件人: "Panuwat Phakdeeauksorn / รศ. ดร.

อานันท์ อึ้งอัมพรวิไล"

21:00

6 4G+ 4G+ 67

← panuwat.p@phuket.psu.ac.th ☆

收件人: panuwat.p@phuket.psu.ac.th;

添加至群组

About my study issues

今天 21:00

Dear Panuwat,

If you do not wish for me to remain on this campus, please inform me directly. I will leave the campus after completing all my courses this month. You have consistently been dissatisfied with my academic performance. In the event that I am unable to enroll for the next semester, I kindly request a partial refund of my tuition fees, as I have paid for an entire academic year.

Best regards,
Zimo



回复



全部回复



转发



删除



更多

< **Aom (Laddawan)**



20:26

a fact that I have constantly been under academic pressure and lived in fear of him. I have been making consistent efforts to adjust my learning state on my own.

20:33

On multiple occasions, he told me to go home in front of other students, which left me extremely disappointed.

20:46

I am averse to his habitual tardiness and time - wasting behaviors. There are numerous aspects of him that fail to meet my expectations.

20:49

During the class, he casually used my laptop and mouse that were on my chair. Although they didn't fall to the ground, I do not appreciate such casual behavior.

20:50

I did not speak ill of him to you this afternoon. However, due to his deliberate provocation and the way he berated me, I find it necessary to inform you of the truth.



Ph.D. HTM Applicants (Semester 1/2025)

No.	Name	Age	Bachelor's degree			Master's degree			TOEFL or IELTS	Position/ Organization	Study (Plan)	Publication of a research	Research proposal
			Major field	Institute	GPA	Major field	Institute	GPA					
1	Miss Zimo Li * (China) Email: zimoli2109@sohu.com, zimoli2021@outlook.com. (MOU Sichuan Shutai Zhiyu Education Consulting Co., LTd.)	41	Education	Southwest University China, (2008)	2.22	International Business Management (International Program)	National Institute of Development Administration (International College) Thailand, (2021)	3.47	Exempt	- <u>Position</u> : Freelancers, engaged in various fields of work - <u>Organization</u> : staff training, staff recruitmnet, brand influence, market analysis, marketing strategy and other professional areas of work	Plan 2.1	-	<u>1 research</u> "The Role of Social Media Marketing in the Selection of Tourism Destinations: A Systematic Review Based on the Comparison Between China and Thailand"



Application Form
Prince of Songkla University, Phuket Campus



1. Personal Details:

Name: ZIMO

Surname: LI

Gender: ☐ Male ☒ Female

Date of birth (DD/MM/YY): 24/11/1984

Place of birth Yinchuan

Nationality: Chinese

Identification No. or Passport No.: E80593478

Mailing address: Banan District of Chongqing Ba bin road Mandarin Longwan community

City: Chongqing

Post code: 401320

Country: Chinese

House phone: 18290239336

Mobile phone: 18328658217

Fax: _____

E-mail address: zimoli2109@sohu.com

2. School Details:

Year of graduation: 2021

School name: National Institute of Development Administration

Mailing address: 148 Ser ithai Road , Klong-Chan, Bangkok, Bangkok THAILAND 10240

City: Bangkok

Post code: 10240

Country: Thailand

Phone: +66 27273003

Fax: +66 2375 8798

E-mail address: iconida_info@nida.ac.th

3. Intended Program of Study

3.1 Faculty of Hospitality and Tourism (FHT)

- ☐ BBA in International Hotel, Event and Restaurant Management
- ☐ BBA in Tourism and Aviation Business Management
- ☐ BBA in Business Innovation Management
- ☐ MBA in Hospitality and Tourism Management
- ☒ PhD in Integrated Hospitality and Tourism Management

3.2 Faculty of International Studies (FIS)

- ☐ BBA in International Business: IB
- ☐ BA in Languages and Cultures: IC
 - ☐ Chinese
 - ☐ Korean
 - ☐ Thai
 - ☐ European
- ☐ MA in Languages and Culture: Chinese Studies
- ☐ MA in Languages and Cultures: Teaching English to Speakers of Other Languages

3.3 Faculty of Technology and Environment (FTE)

- ☐ BSc in Geoinformatics*
- ☐ MSc in Environmental Science and Sustainability Management
- ☐ PhD in Environmental Science and Sustainability Management

3.4 College of Computing (CoC)

- ☐ BSc in Digital Business
- ☐ BEng in Digital Engineering
- ☐ MSc in Computing*
- ☐ MEng in Artificial Intelligence and System Engineering*

**Thai program with English conducted is open for international students.*

I certify that the information I have provided on this form and the documentation supplied is correct and true.

Applicant's Signature: 2/MQ L1

Date (DD/MM/YY): 14/04/2025

****Required Documents for Admission (IN ENGLISH ONLY)***

All supporting documents must be in English and must have been officially issued with a notarial certificate by the respective organization, government office, or embassy.

A. Undergraduate Student Admission

- 1) High school diploma with a notarial certificate by the government.
- 2) A copy of one of the following English Proficiency Test scores taken within two years before the application date:
 - I. TOEIC (Test of English for International Communication) score of 450 or higher, or
 - II. IELTS (International English Language Testing System) score of 4.5 or higher, or
 - III. TOEFL (Test of English as a Foreign Language) score: Paper-Based 477, Computer-Based 153, Internet-Based 53 or higher, or
 - IV. Duolingo English Test score of 65 or higher, or
 - V. English score of National College Entrance Examination (NCEE) or Gaokao of 100/150 or 80/120 (Jiangsu) or higher.
- 3) High school, college, or university verification letter.
- 4) A copy of a valid passport.

B. Graduate Student Admission

Please see the attachment.

Remark: Admission Requirements are subject to change on a year-by-year basis.

类型/Type
P

护照号码/Passport No.
F8059347

姓名/Name

国籍/Nationality
中国/CHINESE



07 6月/JUN 2016

有效期至/Date of expiry
06 6月/JUN 2026

持照人簽名/ Bearer's signature

078064208X

E805934784CHN8411246F2606060MA00NHNBMEKLA944

公 证 书

中华人民共和国四川省成都市蜀都公证处

公 证 书

(2022)川成蜀证字第1960号

申请人：李籽墨，女，一九八四年十一月二十四日出生，公民身份号码：640202198411240068。

代理人：陈静，女，一九八五年二月七日出生，公民身份号码：612401198502070368。

公证事项：曾用名

兹证明李籽墨的曾用名为李静。

中华人民共和国四川省成都市蜀都公证处

公 证 员

万婧

2022年2月8日



LI14102085

NOTARIAL CERTIFICATE

(2022) C. C. S. Z. Zi. No. 1960

Applicant: Li Zimo, female, born on November 24, 1984, Citizen's ID Card No. 640202198411240068.

Agent: Chen Jing, female, born on February 7, 1985, Citizen's ID Card No. 612401198502070368.

Issue under notarization: Previous Name

This is to certify that Li Zimo's previous name is Li Jing.

Notary: Wan Jing (seal)

Chengdu Shudu Notary Public Office,

Sichuan Province (seal)

The People's Republic of China

February 8, 2022

LI14102095

ZIMO LI

E-mail: zimoli2109@sohu.com

Tel: [+8618328658217](tel:+8618328658217)

Personal Information

Nationality: Chinese

Date of Birth: November 24, 1984

Gender: Female

Marital Status: Single

Education

Master's Degree in International Business Management

National Institute of Development Administration

August 2019-July 2021

Master's Degree GPA: 3.47/4

Major Courses:

Global Management Practices
Human Resource and Organization Management
Management Information Technology
Management Economics
Research Methodology
Cross-cultural Communication and Negotiation
Global Business Management
Logistics and Supply Chain Management

Research Field:

International Business Management
ASEAN Research
Customer Relationship Management

Master's thesis: On the Commercial Value of Celebrities

Bachelor's Degree in Education

Southwest University

September 2004-July 2008

Bachelor's Degree GPA: 2.22/5

Major Courses:

General Theory of Education

Laws and Regulations of Education Policies

Education Economics

Developmental Psychology

Educational Anthropology

Sociology of Education

Selective Courses:

Logic

History of Western Philosophy

Undergraduate's Thesis: Harmonious Society in China in the Context of National Basic Education Development Strategy

Work Experience

1. Cadet Teacher of Affiliated Experimental Primary School of Chongqing Normal University 2006-2007

- ✧ Taught senior students English and Music; took the post of headteacher
- ✧ Implemented the curriculum introduction in a planned way and effectively organized extracurricular activities to encourage students
- ✧ Corrected students' homework, tracked their learning state at school and offer feedback to parents of students timely
- ✧ Paid a visit to homes of students who made progress in academic performance and communicated with their parents in a constructive way

2. Employee of State Grid Ningxia Electric Power Co., Ltd. August 2008-February 2016

- ✧ Provided inductive education for new employees of the company every year
- ✧ Provided career training projects for management at all levels, including production technicians
- ✧ Responsible for management of employee training projects of other enterprises and institutions
- ✧ Developed Physical and stress-reduction courses for production technicians
- ✧ Built brand identity and developed the corporate culture for the company (its subordinate units)
- ✧ Promoted the implementation of the corporate of the company (its subordinate units); organized lectures on morality
- ✧ Modified and publicized news releases for employees of the company (its subordinate units)
- ✧ Handled issues related to the network system of the company (its subordinate units); monitored public opinions and submitted reports timely
- ✧ Participated in activities aiming at building a spiritually civilized city organized by the local government
- ✧ Awarded with the title of State-owned Enterprise Intermediate Political Worker of State Grid

3.Freelancers, engaged in various fields of work

May 2016 - December 2024

✧ I have been engaged in staff training, staff recruitment, brand influence, market analysis, marketing strategy and other professional areas of work.

Language Learning Experience

UNSW Global Education

Sydney, Australia April 2018-January 2019

1. EE semester course April 16, 2018-June 22, 2018
2. EAE semester course June 25, 2018-August 31, 2018
3. UEEC semester course March 9, 2018-September 18, 2018

Online Courses

University of Innsbruck, Austria

Academic Communication(from C1)

March 11, 2022-June 28, 2022

Papers

1. On the Development Strategy of Basic Education in Western China in the Context of Building a Harmonious Society

January 2008 ~ June 2008

The paper analysed problems existing in national education in western China and tried to find corresponding solutions.

2. On the Commercial Value of Celebrities

December 2019-July 2020

The paper probed into the problems existing in the development of the commercial value of celebrities from different aspects and proposed corresponding optimization strategies. In the study, we used Panda Intelligent Data Collection Tool, AIMA data and China Entertainment Index, and applied different research methods. After analysing the analysis report on AIMA China Entertainment index, the answer to the question under study was found.

Leadership and Teamwork Experience

1. When studying as a master, I studied basic theories of global enterprises, international competition strategy and organizational structure of enterprises as well as the human resource management in the international operation of the enterprise. In one group assignment, the teacher asked us to make a company operation plan. Good at organization and communication, I came out with a rational division of labor among our team members in a short time, giving full play to their advantages.

2. In my junior year as a bachelor, in accordance with the unified arrangement of the college of education, I taught students in the fifth grade in a local primary school in Chongqing English and Music for 6 months, mainly responsible for teaching them sing with piano accompaniment and choral singing. My teaching ability was highly recognized by my teachers, teachers of the primary school and all the faculties and students there.

3.Throughout my career, I have gained extensive experience in developing and executing comprehensive business plans. I have a deep understanding of the importance of staff training, ensuring that our team is equipped with the necessary skills and knowledge to perform their roles effectively. My expertise in staff recruitment has allowed me to build diverse and talented teams that drive our organization forward.

Furthermore, I have worked diligently to enhance brand influence through strategic marketing campaigns and effective communication strategies. My ability to conduct thorough market analysis has enabled me to identify key trends and opportunities, guiding our marketing strategy and ensuring that we remain competitive in a dynamic market. Overall, my diverse professional background has equipped me with the skills and experience necessary to contribute significantly to any organization.

Awards and Honors

1. Obtained the qualification certification for Senior High School Psychology Teachers on June 5, 2008
2. Obtained the Intermediate Professional Title of State Grid on December 11, 2013

Language and Professional Skills

- **Language:**
 - Chinese: native
 - English: proficiency (meeting the requirements of IELTS or PTE for students applying for studying abroad)
- **Software Skills:**
 - Familiar with operating systems and office software
 - Software package: PowerPoint , Word , Excel , SPSS.



National Institute of Development Administration

The Council of the National Institute of Development Administration
by virtue of the authority vested in it by law, has conferred upon

ZHAM UJ

the degree of

Master of Management

with all the privileges, honours and obligations appertaining thereto.
Given at Bangkok, Thailand, this thirtieth day of July, in the year
two thousand and twentgone.

P. Sarungdanan

Council Chairman

K. Rongkitt

President

R. R.

Dean

NAME : MISS ZIMO LI

ID NO : 6222013044

SCHOOL : International College, National Institute of Development Administration

DATE OF BIRTH : Nov 24, 1984

PROGRAM : Master of Management Program (International Program)

DATE OF ADMISSION : Jan 11, 2020

MAJOR : International Business Management

DATE CONFERRED : Jul 30, 2021

DEGREE : M.M.

DATE OF LEAVING : Jul 30, 2021

ACADEMIC BACKGROUND : B.Ed.

Southwest University

CODE	COURSE TITLE	CREDIT	GRADE
Transferred			
MM6001	HUMAN CAPITAL AND ORGANIZATIONAL MANAGEMENT	3	B
MM6006	MANAGERIAL ECONOMICS	3	B+
MM6007	RESEARCH METHODOLOGY IN MANAGEMENT	3	B
MM7102	COMMUNICATION AND NEGOTIATIONS ACROSS CULTURES	3	A-
SEMESTER G.P.A. 3.25 CUMULATIVE G.P.A. 3.25			
Semester : 2/2019			
MM6000	GLOBAL MANAGEMENT PRACTICES	3	B
MM6003	MANAGERIAL INFORMATION TECHNOLOGY	3	B+
MM7103	MANAGING GLOBAL BUSINESS	3	B+
MM7806	NONPROFIT MARKETING	3	A-
MM8900	INDEPENDENT STUDY	3	A-
SEMESTER G.P.A. 3.40 CUMULATIVE G.P.A. 3.33			
Semester : Summer /2019			
MM6004	ASEAN STUDIES: POLITICAL, ECONOMIC, SOCIAL, AND CULTURAL FORCES	3	A-
MM7105	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	3	A
MM7309	CUSTOMER RELATIONSHIP MANAGEMENT	3	A
SEMESTER G.P.A. 3.90 CUMULATIVE G.P.A. 3.47			
Semester : 2/2020			
MM4001	PROF ENG FOR GRAD STUDIES: EFFECTIVE COMM IN WORKPLACE SETTINGS	3*	A
SEMESTER G.P.A. --- CUMULATIVE G.P.A. 3.47			
Total Credits (Earned)		36	credits

END OF TRANSCRIPT

DATE ISSUED : Dec 02, 2021



RAISED SEAL IS REQUIRED

This official transcript requires a raised seal.

Suwan K

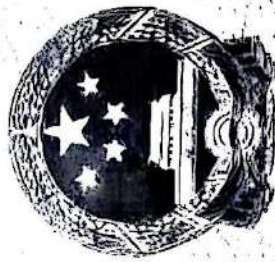
Assistant Regist

Miss Suwaree Kaskasame

A118152

公 证 书

中华人民共和国北京市长安公证处



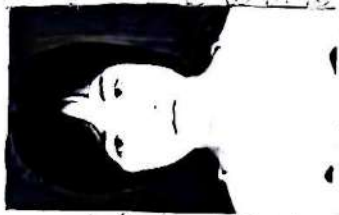
学士学位证书

李静，女，1984年11月24日生。在西南大学

教育学

专业完成了本科学习计划，业已

毕业，经审核符合《中华人民共和国学位条例》的规定，授予教育学学士学位。



校 长

王小佳

西南大学

学位评定委员会主席

证书编号: 1063512008002207

二〇〇八年六月三十日

(普通高等教育本科毕业生)

公 证 书

(2019)京长安外民证字第 34836 号

申请人：李静，女，一九八四年十一月二十四日出生，
公民身份号码：640202198411240068

公证事项：学士学位证书

兹证明西南大学于二〇〇八年六月三十日发给李静的
《学士学位证书》原件与前面的复印件相符，原件属实。

中华人民共和国北京市长安公证处

公 证 员

段晓红



Bachelor's Degree Certificate
(Translation)

Certificate No.: 1063542008002207

Name: Li Jing Sex: female

Date of Birth: November 24, 1984

Speciality: Education

This student completed the undergraduate course with qualified marks leading to graduation and has hereby been conferred a Bachelor's Degree in Education in accordance with the provisions of the Regulations on Academic Degrees of the People's Republic of China.

President, Chairman of the Degree Appraising Committee: Wang
Xiaojia (seal)

Southwest University (embossing seal)

June 30, 2008

(University Graduate of Regular Higher Education)

NOTARIAL CERTIFICATE

(2019) J.CA.W.M.Z.Zi, No.34836

Applicant: Li Jing, female, born on November 24, 1984,

Identification of Citizen: 640202198411240068

Issue under notarization: Bachelor's Degree Certificate

This is to certify that the Bachelor's Degree Certificate issued to Li Jing by Southwest University on June 30, 2008 is in conformity with the photocopy attached hereto, and the original is found to be authentic.

Notary: Duan Xiaolian

Beijing Chang'an Notary Public Office

The People's Republic of China

July 08, 2019

IV37010040

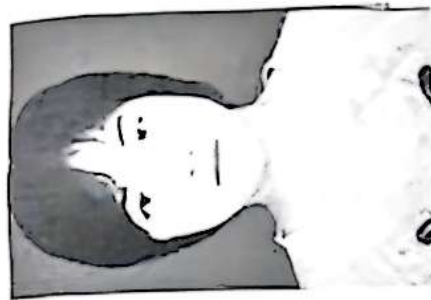
公 证 书

中华人民共和国北京市长安公证处



普通高等学校

毕业证书



学生 李静 性别女，一九八四年十一月二十四日生，于一九八四年

年九月至二〇〇八年七月在本校 教育学

专业 四年制 本科学习，修完教学计划规定的全部课程，成绩合

格，准予毕业。



校 名：西华大学 校（院）长：王少佳

证书编号：106351200805002E18 二〇〇八年 六月 三十日

公 证 书

(2019)京长安外民证字第 34835 号

申请人：李静，女，一九八四年十一月二十四日出生，
公民身份号码：640202198411240068

公证事项：毕业证书

兹证明西南大学于二〇〇八年六月三十日发给李静的
《毕业证书》原件与前面的复印件相符，原件属实。

中华人民共和国北京市长安公证处

公 证 员

段晓东



Regular Institutions of Higher Education
Diploma
(Translation)

Diploma No.: 106351200805002518

Name: Li Jing

Sex: female

Date of Birth: November 24, 1984

Speciality: Education

School Duration: from September 2004 to July 2008

This student completed the 4-year undergraduate course prescribed
by the Teaching Program with qualified marks leading to graduation.

President: Wang Xiaojia (seal)

Southwest University (seal)

Southwest University (embossing seal)

June 30, 2008

Ministry of Education of the People's Republic of China Diploma Query Website:

<http://www.chsi.com.cn>

NOTARIAL CERTIFICATE

(2019) J.CA.W.M.Z.Zi, No.34835

Applicant: Li Jing, female, born on November 24, 1984,

Identification of Citizen: 640202198411240068

Issue under notarization: Diploma

This is to certify that the Diploma issued to Li Jing by Southwest University on June 30, 2008 is in conformity with the photocopy attached hereto, and the original is found to be authentic.

Notary: Duan Xiaolian

Beijing Chang'an Notary Public Office

The People's Republic of China

July 08, 2019

IV37019043

李静
西历大学教师

公 证 书

中华人民共和国四川省成都市蜀都公证处



西南大学学生成绩单

学号: 222004305040114				姓名: 李静				学制: 4				平均学分绩点(5分制): 2.22							
院系: 教育学部				专业: 教育学															
课程		成绩	学分	绩点	课程		成绩	学分	绩点	课程		成绩	学分	绩点					
2004-2005 学年第一学期				教育心理学				66	3.0	1.6	2006-2007 学年第二学期								
心理学纲要		60	3.0	1.0	课程论		60	2.0	1.0	试教		B	4.0	3.6					
当代世界经济政治与中国政策		79	2.0	3.0	大学体育		60	1.0	1.0	试作		C	4.0	2.6					
教育通论		82	3.0	3.3	比较教育学		70	2.0	2.0	社会实践		A	1.0	4.6					
文献检索		61	2.0	1.2	中国化马克思主义理论概论		70	2.5	2.0	2007-2008 学年第一学期									
大学体育		60	1.0	1.0	特殊教育科研方法		60	2.0	1.0	德育原理		73	2.0	2.3					
教育生理学		60	3.0	1.0	大学英语		60	4.0	1.0	社会心理学		60	2.0	1.0					
马克思主义基本原理		79	2.0	3.0	道德与法律		65	4.0	1.6	外国教育名著选读		85	2.0	3.6					
大学英语		67	4.0	1.8	2005-2006 学年第二学期				实验心理学		60	2.0	1.0						
2004-2005 学年第二学期				中国化马克思主义理论概论				80	2.5	3.0	音乐欣赏		60	2.0	1.0				
逻辑学		77	2.0	2.6	大学体育		60	1.0	1.0	外国文学		60	3.0	1.0					
西方音乐三百年		90	2.0	4.3	教学论		76.5	2.0	2.6	教育政策法规		89	3.0	4.0					
中国教育史		60	2.0	1.0	大学英语		60	4.0	1.0	2007-2008 学年第二学期									
教育哲学		63	2.0	1.4	教育社会学		78	2.0	3.0	教育叙事研究与优秀教育影视赏析		64	2.0	1.4					
发展心理学		70	3.0	2.0	教育技术学		88	2.0	4.0	教育文化学		70	3.0	2.0					
教育统计与测评		60	3.0	1.0	教育管理心理学		68	2.0	1.8	教育人类学		81	3.0	3.3					
大学体育		60	1.0	1.0	文物鉴赏与投资		70	2.0	2.0	教育经济学		70	3.0	2.0					
外国教育史		60	2.0	1.0	2006-2007 学年第一学期				毕业论文设计		B	6.0	3.6						
军训与军事理论		60	2.0	1.0	语文教育学		62	2.0	1.2	此复印件与原件相符 AFTER CHECKED BY THE COORDINATOR COPY IS IN THE ORIGINAL									
马克思主义基本原理		64	2.0	1.4	外语教育学		60	2.0	1.0										
计算机应用基础		61	3.0	1.2	就业指导		60	2.0	1.0										
大学英语		60	4.0	1.0	心理咨询与辅导		60	2.0	1.0										
2005-2006 学年第一学期				社会学		60	2.0	1.0											
大学音乐		83	2.0	3.3	教育技术与艺术		60	2.0	1.0										
西方哲学史		70	2.0	2.0	数学教育学		60	2.0	1.0										
VF程序设计		60	3.0	1.0	班主任工作艺术		60	2.0	1.0										

注: 1. 百分制: 60分以下为不及格, 满分为100分;

2. A=优, B=良, C=中, D=及格, E=不及格;

3. 两级制: 合格 (Pass), 不合格 (Failed)。



Southwest University
STUDENT'S ACADEMIC TRANSCRIPT

Name: Li Jing 李静 Student Number: 222004305040114
Specialty: Pedagogy Academic Years: 4 Years

Academic Year (2004-2005)

1st Semester	Course Title	Type	Hours	Scores	Credits	2nd Semester	Course Title	Type	Hours	Scores	Credits
	Outline of Psychology	N/A	N/A	60	3.0		Logic	N/A	N/A	77	2.0
	Contemporary World Economy and Politics and Chinese Policy	N/A	N/A	79	2.0		Three Hundred Years of Western Music	N/A	N/A	90	2.0
	General Theory of Education	N/A	N/A	82	3.0		History of Chinese Education	N/A	N/A	60	2.0
	Literature Retrieval	N/A	N/A	61	2.0		Educational Philosophy	N/A	N/A	63	2.0
	College P. E.	N/A	N/A	60	1.0		Developmental Psychology	N/A	N/A	70	3.0
	Educational Physiology	N/A	N/A	60	3.0		Educational Statistics and Assessment	N/A	N/A	60	3.0
	Basic Principles of Marxism	N/A	N/A	79	2.0		College P. E.	N/A	N/A	60	1.0
	College English	N/A	N/A	67	4.0		History of Foreign Education	N/A	N/A	60	2.0
							Military Training and Military Theory	N/A	N/A	60	2.0
							Basic Principles of Marxism	N/A	N/A	64	2.0
							Foundations of Computer Application	N/A	N/A	61	3.0
							College English	N/A	N/A	60	4.0

Academic Year (2005-2006)

1st Semester	Course Title	Type	Hours	Scores	Credits	2nd Semester	Course Title	Type	Hours	Scores	Credits
	College Music	N/A	N/A	83	2.0		Introduction to Sinicization Marxist Theory	N/A	N/A	80	2.5
	History of Western Philosophy	N/A	N/A	70	2.0		College P. E.	N/A	N/A	60	1.0
	VF Programming	N/A	N/A	60	3.0		Teaching Theory	N/A	N/A	76.5	2.0
	Educational Psychology	N/A	N/A	66	3.0		College English	N/A	N/A	60	4.0
	Course Theory	N/A	N/A	60	2.0		Educational Sociology	N/A	N/A	78	2.0
	College P. E.	N/A	N/A	60	1.0		Educational Technology	N/A	N/A	88	2.0
	Comparative Education	N/A	N/A	70	2.0		Educational Management	N/A	N/A	68	2.0
	Introduction to Sinicization Marxist Theory	N/A	N/A	70	2.5		Appreciation and Investment of Cultural Relic	N/A	N/A	70	2.0
	Research Method of Special Education	N/A	N/A	60	2.0						
	College English	N/A	N/A	60	4.0						
	Morality and Law	N/A	N/A	65	4.0						

Academic Year (2006-2007)											
1st Semester	Course Title	Type	Hours	Scores	Credits	2nd Semester	Course Title	Type	Hours	Scores	Credits
	Chinese Pedagogy	N/A	N/A	62	2.0		Practical Teaching	N/A	N/A	G	4.0
	Pedagogy of Foreign Language	N/A	N/A	60	2.0		Practical Study	N/A	N/A	M	4.0
	Occupational Guidance	N/A	N/A	71	2.0		Social Practice	N/A	N/A	E	1.0
	Psychological Counseling and Guidance	N/A	N/A	60	2.0						
	Sociology	N/A	N/A	63	2.0						
	Educational Technology and Art	N/A	N/A	60	2.0						
	Mathematics Pedagogy	N/A	N/A	60	2.0						
	Art of Work of Head Teacher	N/A	N/A	60	2.0						
Academic Year (2007-2008)											
1st Semester	Course Title	Type	Hours	Scores	Credits	2nd Semester	Course Title	Type	Hours	Scores	Credits
	Principles of Moral Education	N/A	N/A	73	2.0		Research on Educational Narrative and Appreciation of Excellent Educational Film and Television	N/A	N/A	64	2.0
	Social Psychology	N/A	N/A	60	2.0		Educational Culture	N/A	N/A	70	3.0
	Selected Readings of Masterpiece of Foreign Education	N/A	N/A	85	2.0		Educational Anthropology	N/A	N/A	81	3.0
	Experimental Psychology	N/A	N/A	60	2.0		Educational Economics	N/A	N/A	70	3.0
	Appreciation of Music	N/A	N/A	60	2.0		Design of Graduation Thesis	N/A	N/A	G	6.0
	Foreign Literature	N/A	N/A	60	3.0						
	Law and Regulation of Educational Policy	N/A	N/A	89	3.0						
Scores: Ex=Exemption; E=Excellent; G=Good; M=Moderate; Q=Qualified; P=Pass; Type: C=Compulsory Course; S=Selective Course PW=Pass With Score Over 60; F=Fail; ^=Retaken Course; *Make-up Exam; C*=Cheat;											

公 证 书

(2019)川成蜀证字第 14987 号

申请人：李籽墨(曾用名：李静)，女，一九八四年十一月二十四日出生，公民身份号码：640202198411240068。

代理人：向方军，男，一九八四年十月四日出生，公民身份号码：612425198410044817。

公证事项：影印件与原件相符

兹证明前面的影印件与李籽墨的代理人向方军出示给本公证员的《西南大学学生成绩单》的原本相符。前面的影印件所附的英文译本内容与中文原本内容相符。

中华人民共和国四川省成都市蜀都公证处

公 证 员

舒红

二〇一九年七月十一日



1V34405136

NOTARIAL CERTIFICATE

(2019) C. C. S. Z. Zi. No. 14987

Applicant: Li Zimo (previous name: Li Jing), female, born on November 24, 1984, Citizen's ID Card No. 640202198411240068.

Agent: Xiang Fangjun, male, born on October 04, 1984, Citizen's ID Card No. 612425198410044817.

Issue under notarization: True and Exact Photocopy

This is to certify that the foregoing photocopy conforms to the original Southwest University student's Academic Transcript that Li Zimo 's agent Xiang Fangjun show to me, the notary public. The attached English translation of the foregoing copy conforms to the original document in Chinese.

Notary: Shu Hong (seal)

Chengdu Shudu Notary Public Office,

Sichuan Province (seal)

The People's Republic of China

July 11, 2019

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Transcript of Southwest University Academic Records

Student ID: 222004305040114 Name: Li Jing Length of Program: 4 Years GPA(5-point): 2.22											
Department: Faculty of Education Major: Education											
Courses List				Courses List				Courses List			
Marks	Credits	Grade		Marks	Credits	Grade		Marks	Credits	Grade	
2004-2005 Academic Year First Term				2006-2007 Academic Year Second Term							
Psychology Outline	60	3.0	1.0	Educational Psychology	66	3.0	1.6	Teaching Practice	B	4.0	3.6
Modern International Economy, Politics and Policy of China	79	2.0	3.0	Curriculum	60	2.0	1.0	Management Practice	C	4.0	2.6
A Well-rounded Argument of Education	82	3.0	3.3	College Physical Education	60	1.0	1.0	Social Practice	A	1.0	4.6
Literature Search	61	2.0	1.2	Comparison Pedagogy	70	2.0	2.0	2007-2008 Academic Year First Term			
College Physical Education	60	1.0	1.0	Maoism and Deng Xiaoping Theory	70	2.5	2.0	Moral Education Principle	73	2.0	2.3
Educational Physiology	60	3.0	1.0	Method of Special Education Research	60	2.0	1.0	Socio-Psychology	60	2.0	1.0
Principle of Marxism	79	2.0	3.0	College English	60	4.0	1.0	Selected Reading of Foreign Pedagogical Classics	85	2.0	3.6
College English	67	4.0	1.8	Morality and Law	65	4.0	1.6	Experimental Psychology	60	2.0	1.0
2004-2005 Academic Year Second Term				2005-2006 Academic Year Second Term				Music Appreciation	60	2.0	1.0
Logic Theory	77	2.0	2.6	Maoism and Deng Xiaoping Theory	80	2.5	3.0	Foreign Literature	60	3.0	1.0
Western Music 300 Years	90	2.0	4.3	College Physical Education	60	1.0	1.0	Policies and Regulations for Education	89	3.0	4.0
History of China Education	60	2.0	1.0	Teaching Theory	76.5	2.0	2.6	2007-2008 Academic Year Second Term			
Philosophy of Education	63	2.0	1.4	College English	60	4.0	1.0	Educational Psychology	64	2.0	1.4
Developmental Psychology	70	3.0	2.0	Education Sociology	78	2.0	3.0	Educational Culturology	70	3.0	2.0
Educational Statistics and Evaluation	60	3.0	1.0	Educational Technology	88	2.0	4.0	Educational Anthropology	81	3.0	3.3
College Physical Education	60	1.0	1.0	Education Management	68	2.0	1.8	Education Economics	70	3.0	2.0
History of Education in Foreign Countries	60	2.0	1.0	Cultural Relics Appreciation and Investment	70	2.0	2.0	Graduation Thesis Design	B	6.0	3.6
Military Training and Military Theories	60	2.0	1.0	2006-2007 Academic Year First Term							
Principle of Marxism	64	2.0	1.4	Chinese Pedagogy	62	2.0	1.2				
Fundamentals of Computer with Applications	61	3.0	1.2	Foreign Language Pedagogy	60	2.0	1.0				
College English	60	4.0	1.0	Job Guidance	60	2.0	2.0				
2005-2006 Academic Year First Term				Psychological Counseling and Guidance	60	2.0	1.0				
Music in University	83	2.0	3.3	Sociology	63	2.0	1.4				
History of Western Philosophy	70	2.0	2.0	Education Technology and Art	60	2.0	1.0				
VF Programming	60	3.0	1.0	Mathematics Pedagogy	60	2.0	1.0				
				Form Master Work Art	60	2.0	1.0				

Notes: 1. 100-point Grading system: 90 to 100 is "A", 80 to 89 is "B", 70 to 79 is "C", 60 to 69 is "D", and below 60 is "E".

2. Five-grade System: "A" is Excellent, "B" is Good, "C" is Moderate, "D" is Pass, "E" is Failed.

3. "Pass" and "Failed" is the alternative grading.

THIS IS THE ORIGINAL TRANSLATION OF THE ORIGINAL IN CHINESE



Letter of Recommendation

Jan. 10 2024

To Whom It may Concern:

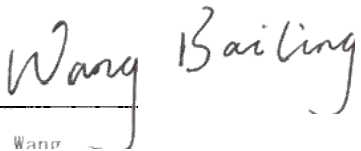
It is a pleasure to recommend to you Zimoli, a former student of mine at National Institute of Development Administration, Bangkok, Thailand. I am very happy to have this opportunity to recommend Zimoli, who is presently applying for admission to your graduate program in doctoral program. During her second academic year in 2020, I was her teacher, I taught her the course of customer relationships.

In my class, Zimoli did excellent work. She always listened attentively, participated interactively in class, and handed in very good written assignment. In the group work, she made a case study on topic which was of exceptionally high quality, and showed that she fully understands and has a strong background in her field. And she was among the few students in her class who could keep up with the pace of my lectures. Moreover, she often posed thought-provoking questions during the course.

At the same time, I also learned that she is a sensitive student, in the interpersonal relationship processing, I encouraged her and gave her some good suggestions. I hope she can open her heart, reduce her sensitivity, integrate better in teamwork, and gain friendship and achievement in the future. I think she is an intelligent student who is good at reflection and summarization. I believe she will constantly correct herself and grow better.

Therefore, I am happy to highly and without reservation recommend Zimoli for admission to your graduate program. Your kind consideration of her application would be most appreciated. I am thus pleased to give my full support and recommendation to Zimoli's application for admission to your school. If any further information is required, please feel free to contact me.

Sincerely,

Dr. BaiLing

(PhD, Dongbei University of Finance & Economics, China 2006)

Professor, Beibu Gulf University, Qinzhou, China

Vice dean of the School of Economics and Management

wangbailing5566@bbgu.edu.cn

Letter of Recommendation

27 July 2020

To Whom It May Concern:

It is with my great pleasure that I write this reference letter for Ms. Zimoli to help her apply for admission from your doctoral program. Zimoli has been my student for the last two years (2019-2020) in the National Institute of Development Administration, Bangkok, Thailand.

Zimoli's educational background helps her excel in her academic work in both educational management and business management. In 2009, she obtained her bachelor of education degree from Southwest University, Chongqing, Mainland China. She received her master of international business management degree from the International College, the National Institute of Development Administration, Bangkok, Thailand, 2020.

In addition to the above, she is receptive to new ideas and new concepts from my instruction and supervision. I was delighted to serve as her course instructor (e.g., nonprofits marketing) and her thesis adviser. During this period of her study, she was to be commended for her professionalism in regards to her coursework. She handled detailed coursework with sound academic skills. I also witnessed that she had diligently put her outstanding efforts to write her independent study / thesis under my supervision. She was deeply concerned about the quality of her independent study / thesis. She strived to present the best of her independent study / thesis on the day of thesis defense.

As a teacher for over the past 20 some years, I highly recommend you to accept her for your doctoral program. Zimoli has the intellectual and passion to pursue a doctoral degree. She is worthy of your admission consideration. I am confident that she will make an excellent addition to your academic community, as I recommend her without reservation. Please feel free to contact me if you have any further questions.

Sincerely,

Hugo Yu-Hsiu Lee

Dr. Hugo Yu-Hsiu Lee

(PhD, Indiana University-Bloomington, USA, 2010)

Associate Professor, National Institute of Development Administration, Bangkok, Thailand

Consultant, United Nations (Economic and Social Commission for Asia and the Pacific, Bangkok)

hugoclubheart3@gmail.com

The Role of Social Media Marketing in the Selection of Tourism Destinations: A Systematic Review Based on the Comparison Between China and Thailand

1. Research background and significance

1. First, social media has emerged as the central platform for marketing tourist destinations. Social media platforms such as Instagram, Line, and Xiaohongshu have transformed into "digital advisors" for travel decisions through user-generated content (UGC) and real-time interaction features. Research indicates that over 70% of tourists rely on social media to gather destination information while planning their trips, with a particular emphasis on visual content (e.g., scenic photos and short videos) and authentic reviews. In recent years, the Tourism Authority of Thailand has prioritized promoting mainstream Chinese social media platforms like Douyin and Xiaohongshu, constructing an "immersive marketing matrix" via short videos, KOL collaborations, and UGC. Additionally, the Tourism Authority of Thailand launched a "Travel Assistant" feature on Line, offering 24/7 multilingual support, which effectively reduces communication barriers for Chinese tourists. The chatbot function on Line and the instant Q&A feature on Instagram enable tourists to access destination-related information (such as visa policies and transportation connections) in real time.

2.

3. Second, the visa-free policy between China and Thailand has reshaped the tourism decision-making process. Since its implementation in March 2024, the visa-free agreement has substantially lowered the threshold for cross-border tourism, fostering a "two-way tourism boom." Border cities such as Xishuangbanna have become popular destinations for Thai travelers seeking to experience traditional Chinese festivals like the Spring Festival and the Dragon Boat Festival, thanks to their tropical allure and cultural appeal. Leveraging this policy advantage, the page views of "visa guide" content on social media have surged, and the travel decision-making cycle for independent Chinese travelers has shortened from an average of three weeks to an impulsive "go-on-a-whim" mode. According to Thailand's tourism department, the two-way tourism flow is projected to surpass 10 million people by 2025, accelerating

regional economic integration.

2. Research objectives

Research objectives

1. Analyze the influence pathway of social media marketing and assess the role of interaction features, such as interactive feedback sessions, community-shared travel experiences, and participation in online travel polls, in attracting the attention of Thai tourists and influencing their decisions to visit Chinese destinations.
2. Grounded in the theory of social identity, this paper explores how social media fosters tourist loyalty through cultural symbol construction and emotional connection. In tourism research, emotional connection is frequently expressed as tourists' affection, attachment, or sense of belonging toward a destination. This paper highlights the critical role of social media in strengthening the emotional bond between tourists and destinations.
3. This comparison aims to address the existing knowledge gap by investigating how cultural subtleties shape tourist behavior and loyalty in response to social media marketing strategies. By elucidating these distinctions, tourism marketers can design more targeted campaigns, thereby enhancing emotional connections and cultivating a stronger sense of belonging among tourists from both countries. The proposed framework is intended to serve as a robust guideline for future research and practical applications within the tourism industry.

3. Research question

Research questions:

- Q1: What components of social media marketing, including User-Generated Content (UGC), influencer endorsements, and immersive content, exert a significant impact on the destination selection of Thai tourists?
- Q2: From the viewpoint of social identity theory, how does social media mold tourist loyalty by influencing cultural identity?
- Q3: How do cultural variances between China and Thailand moderate the correlation

between social media marketing and travel decision-making processes?

4. Research Methods

Innovation in Research Methods

1. Qualitative research (exploratory mechanisms)

An in-depth interview was conducted with thirty Thai tourists in China, stratified by their frequency of consumption, to investigate the relationship between the reception of social media information and decision-making processes.

A comparative case study was executed, examining the social media marketing initiatives of five tourist destinations in China and Thailand, including Chengdu and Xi'an and Chongqing in contrast to Bangkok and Chiang Mai, to scrutinize the methodologies employed in the application of cultural symbolism.

Through content and narrative analysis, a thousand user-generated contents (UGCs) from platforms such as REDnote and Instagram, created by Thai tourists in China, were systematically coded to identify and extract themes pertinent to cultural identity.

2. Quantitative studies (testing hypotheses)

-Survey Questionnaire: Conducted among tourists in Thailand (N=800) and Thai tourists in China (N=200), the assessment encompassed:

- Independent Variables: Incidence of social media exposure, nature of content (informational vs. emotional), and the potency of cultural symbolism;
- Mediating Variables: Social identity, defined as the perceived cultural affiliation with the destination;
- Dependent Variables: Intention to choose the destination, and loyalty, which includes intentions to revisit and recommend;
- Structural Equation Modeling (SEM): Utilized to examine the impact of cultural

disparities (as moderators) on the aforementioned relationships.

5. Statistical analysis plan

The research employs a mixed - research design, utilizing both qualitative and quantitative statistical techniques to analyze the data:

Qualitative Statistical Techniques 1. Content and Narrative Analysis: A thousand user - generated contents (UGCs) from platforms such as REDnote and Instagram, created by Thai tourists in China, are systematically coded. This technique is chosen because it allows researchers to identify and extract themes pertinent to cultural identity from the rich, unstructured text data. By coding the UGCs, the researchers can uncover latent meanings and patterns in the tourists' experiences and perceptions, which are crucial for understanding the role of social media in influencing cultural identity and tourism decision - making. 2. Comparative Case Study: Five tourist destinations in China (Chengdu, Xi'an, Chongqing) and Thailand (Bangkok, Chiang Mai) are examined. This technique enables the researchers to scrutinize the methodologies employed in the application of cultural symbolism. Comparing different cases helps in highlighting the similarities and differences in social media marketing strategies across different cultural contexts, providing in - depth insights into how cultural elements are utilized in marketing. 3. In - depth Interviews: Thirty Thai tourists in China, stratified by their frequency of consumption, are interviewed. This qualitative method is used to investigate the relationship between the reception of social media information and decision - making processes. In - depth interviews allow for a detailed exploration of the tourists' thoughts, feelings, and decision - making processes, which cannot be easily captured through quantitative methods.

Quantitative Statistical Techniques 1. Survey Questionnaire: Surveys are conducted among tourists in Thailand (N = 800) and Thai tourists in China (N = 200). The questionnaire assesses independent variables (incidence of social media exposure,

nature of content, and the potency of cultural symbolism), mediating variables (social identity), and dependent variables (intention to choose the destination and loyalty). This technique is used to collect standardized data from a large sample, which can be statistically analyzed to test hypotheses and establish relationships between variables.

2. Structural Equation Modeling (SEM): SEM is utilized to examine the impact of cultural disparities (as moderators) on the relationships between the variables. This technique is appropriate because it can handle complex relationships among multiple variables, including direct, indirect, and moderating effects. It helps in testing the proposed theoretical model and validating the hypothesized relationships, providing a comprehensive understanding of the factors influencing tourism decision - making.

In summary, the combination of qualitative and quantitative statistical techniques is justified as it allows for a comprehensive exploration of the research questions. Qualitative methods provide in - depth insights and understanding of the phenomena, while quantitative methods offer statistical validation and generalization of the findings, enhancing the overall validity of the research.

6.Considerations on Ethics

Participant protection in research: For instance, when conducting interviews and questionnaires with Thai tourists, it is necessary to ensure that participants will not suffer physical, psychological or social harm due to their participation in the research. For example, sensitive issues and cultural taboos should be avoided as the cultural background and religious traditions of Thailand have a direct impact on the research design. Secondly, attention should be paid to the control of psychological and social risks. Questions that may trigger negative emotions in participants (such as those involving political stance or family privacy) need to be pre-assessed, and psychological support channels should be provided.

Consent procedures for participants: Before conducting interviews and questionnaires, the explicit consent of the participants must be obtained. Researchers should inform

participants of the purpose, process, possible risks and benefits of the research, allowing them to voluntarily participate in the research on a fully informed basis. When it comes to cross-border research (such as interviews with Chinese tourists in Thailand), it is necessary to additionally explain the location of data storage and the compliance of international data transmission.

Data privacy protection for participants: For the information and data collected from participants, researchers should take necessary measures to ensure their privacy and security. For example, it is necessary to conduct a security assessment for cross-border data transmission, anonymize the data, limit access rights to the data, and prevent data leakage.

7. Timeline and Team

1.Phase Time Task content

Foundation preparation From January to June of the first year Literature review, theoretical framework construction and ethical approval

Data collection From July to December in the first year Design of interview outline, case city research, UGC data capture

Qualitative analysis February-March of the second year Interview coding, narrative theme extraction, case comparison

Quantitative research From April to September of the second year, questionnaire design and distribution, SEM model verification

Paper writing in the second year from October to December Initial draft of core chapters (theoretical framework, methods, analysis)

Revision and defense March 2028 January-June Thesis revision, blind review, and preparation for defense

2. Role positioning of team members

When conducting cross-cultural tourism marketing research projects, the role

positioning and task allocation of team members must be closely integrated with the research objectives, methodology, and cultural sensitivity requirements. This study, focusing on the expansion and improvement of research team roles, and in combination with specific research contexts and actual needs, proposes the following suggestions:

I. Project Leader

Core responsibilities include: strategic planning, formulating phased research plans based on the characteristics of cross-cultural studies, such as preliminary cultural background research, mid-term data collection and verification, and later-stage transformation and application of research results. Resource integration, coordinating cross-disciplinary teams to ensure the organic combination of theory and practice. Risk management, predicting cultural conflict risks, and establishing emergency adjustment mechanisms.

The project leader should also possess the following skills: cross-cultural leadership, having a deep understanding of cultural taboos in target markets such as Thailand, guiding the team to avoid cultural offense risks. Transformation and application ability, converting research results into implementable marketing strategies, such as localizing tourism products based on cultural differences.

II. Qualitative Researchers

Responsible for designing culturally sensitive interviews: designing interview outlines that conform to the cultural characteristics of the target market, for example, questions for Thai tourists should avoid privacy issues (such as income, family structure), and incorporate localized language expressions. Participatory observation: recording tourist behaviors in tourism scenarios (such as shopping habits, social media usage preferences), and combining cultural semiotics to analyze the value differences behind the behaviors. Case studies: selecting typical cross-cultural marketing cases (such as promotion strategies for temple tourism in Thailand), analyzing their success factors and replicability.

III. Quantitative Researchers

The extended tasks of quantitative researchers include: cross-cultural scale development: constructing measurement tools applicable to multicultural groups, for example, designing questionnaires based on Hofstede's cultural dimensions theory to quantify the impact of cultural differences on consumer decisions. Big data integration: integrating social media data and traditional questionnaire data, and using natural language processing technology to analyze sentiment tendencies. Model validation: using structural equation modeling (SEM) to verify the relationship between cultural adaptation and tourist loyalty, or using cluster analysis to segment markets (such as "cultural exploration type" and "comfort-oriented type" tourists).

Technical requirements:

Proficient in R or Python for advanced statistical analysis, and using Tableau to visualize the impact of cultural differences on consumer behavior.

IV. Literature Reviewers

The upgraded role of literature reviewers includes: policy and case library construction: sorting out tourism policies of the target market (such as Thailand's Tourism Promotion Act), industry reports (such as data from the Pacific Asia Travel Association), and establishing a dynamically updated knowledge base. Theoretical framework construction: proposing an analysis model applicable to the project, such as the "cultural perception - behavioral response" dual-path framework, guiding subsequent empirical research.

V. Cross-Cultural Coordinators

Coordinators play the role of cultural mediators: solving language barriers and cultural misunderstandings in multinational teams or cross-regional research. And ensuring local adaptation: adjusting research tools according to the target market to ensure cultural equivalence.

The ability requirements for coordinators include proficiency in the language and

cultural symbol system of the target market . Coordinators need to be familiar with cross-cultural research ethics, such as localizing the expression of informed consent forms.

VI. Results Dissemination Experts

The expanded responsibilities of results disseminators include multi-media output: transforming research results into different forms (such as academic papers, industry white papers, short video cases) to suit diverse audiences (academia, tourism enterprises, policymakers). Cross-cultural narrative: packaging research results with cultural symbols of the target market, for example, using traditional Thai art elements to design the visual presentation of reports.

Through the optimization and collaboration design of the above roles, the team can systematically address the complexity of cross-cultural research while enhancing the academic value and practical influence of research results.

8. Justification for the Budget

Based on research requirements and actual cost calculations, combined with relevant field cost standards (such as research funding management, advertising placement, travel expenses, etc.), the following are the budget allocation suggestions and justifications:

I. Expert Consultation and Training Expenses

Expert Consultation Fee

1. Standard: According to the fee standards for associate senior and senior experts (500-1,000 yuan per hour), combined with the research period, it is suggested to calculate based on the total consultation hours of the project (e.g., twice a week, 4 hours each time), with a budget of approximately 68,000 yuan.
2. Justification: It needs to cover the in-depth participation of the expert team in areas such as cross-cultural marketing and social media analysis, including scheme design, data interpretation, and result acceptance.

Training Expenses

1. Content: Covering research methods, tool usage (such as data analysis software), and cross-cultural communication skills.
2. Budget: Referencing professional training courses (online + offline mode), the cost is approximately 20,000 yuan, including lecturer fees, material fees, and platform usage fees.

II. International Travel Expenses

International Transportation

1. Round-trip flights between China and Thailand: Estimated at economy class ticket prices (3,000-6,000 yuan per trip), for 3 round trips for researchers, with a budget of approximately 30,000 yuan.

Accommodation and Local Transportation

1. Accommodation in Thailand: Referencing the standard of business hotels in Bangkok (150-300 yuan per day per person), for a 5-person team staying for 7 days each time, the total budget is approximately 36,000 yuan.
2. Local transportation: Using ride-hailing platforms such as Bolt/Indrive and public transportation, with a budget of approximately 13,000 yuan.

III. Data Tools and Software Expenses

1. Professional Software Purchase

1. Data collection tools: Such as Python web scraping tools (Jupyter, Scrapy, etc.) and database management (MySQL), with a budget of approximately 50,000 yuan.
2. Analysis tools: Subscription to advanced versions of SPSS or Tableau, with an annual fee of approximately 40,000 yuan.

Maintenance and Cloud Services

1. Server rental: Using AWS or Alibaba Cloud for data storage, with an annual fee of approximately 30,000 yuan.
2. Technical maintenance: Reserving 20,000 yuan for system upgrades and fault handling.

IV. Social Media Advertising in Thailand

Advertising Design and Production

1. Creative Fee: Line platform advertising design (including copywriting and visual materials), approximately 20,000 RMB based on industry standards.

Advertising Placement Costs

1. Budget Allocation: According to the Thai digital advertising market conditions (average daily budget of approximately 20,000 Thai Baht, equivalent to 4,000 RMB), with a placement period of 3 months, the total budget is approximately 70,000 RMB.

V. Unforeseen Expenses

1. Contingency Reserve

Proportion: Reserve 10% to 15% of the total budget (approximately 437,000 RMB), recommended 65,500 RMB, to deal with risks such as exchange rate fluctuations, policy changes, or equipment failures.