

PROMOTION RECOMMENDATION
The University of Michigan
Stephen M. Ross School of Business

Michael Jensen, associate professor of strategy, with tenure, Stephen M. Ross School of Business, is recommended for promotion to professor of strategy, with tenure, Stephen M. Ross School of Business.

Academic Degrees

Ph.D.	2001	Northwestern University, Evanston, IL
M.A.	1995	University of Aarhus, Aarhus, DK
B.A.	1993	University of Aarhus, Aarhus, DK

Professional Record:

2015 – Present	International Research Fellow, Centre for Corporate Reputation, University of Oxford, Oxford, UK
2008 – Present	Associate Professor of Strategy, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2006 – 2012	Michael R. and Mary Kay Hallman Faculty Fellow, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2007 – 2008	Bank One Corporation Professor of Business Administration, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2001 – 2008	Assistant Professor of Strategy, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2000 – 2001	Lecturer of Negotiations, Northwestern University, Kellogg School of Management, Evanston, IL

Summary of Evaluation:

Teaching: Professor Jensen is an outstanding teacher who has made valuable contributions to the strategy group and the Ross School through his teaching on a consistent basis for fifteen years. During his first four years at Ross, he taught seven sections of our core BBA course (Strategy 390), and received an average “Q8” teacher rating of 4.89. He received the BBA Teaching Excellence Award in 2003. He also taught the Negotiation Strategy course (MO 512), for which he received a Q8 rating of 4.76, and a PhD course on Networks and Strategy, for which he received an average rating of 5.0. In 2005, Professor Jensen developed a MBA elective on strategic alliances (Strategy 681). He has offered two sections of this course every year, and received an average Q8 rating over the last three years of 4.84. It has become one of the three most popular strategy electives in the daytime MBA program. It is also worth noting that students’ interest in the topic of strategic alliances going into the class is considerably lower on average than their interest in business strategy issues. The difference between students’ interest in the topic of strategic alliances going into the class and their rating of the course and instructor at the end is more than half a point on average, which is larger than for any other MBA strategy elective. He has also been a very effective teacher in the GMBA Program, where he has taught the core strategy course since 2010.

Although his ratings are excellent, the quality of Professor Jensen's teaching is not fully captured by student evaluations. He is known to be a rigorous and demanding teacher who pushes his students to excel. As one student in his elective commented, "Jensen is really good at pushing people during discussions. He is very engaging and challenges us to consider all aspects of our comments and recommendations." In fact, the most common reservation expressed by students about the course is the considerable workload and pressure on students to prepare fully for class discussions. Professor Jensen's approach to MBA teaching is aligned with his approach to Doctoral student education and even his participation in research seminars, where he is known for giving constructive but penetrating criticism to students and colleagues on their research. In class and during office hours, Professor Jensen pushes his students – whether MBAs or PhDs – to think more deeply about strategy and to deliver their best work. The fact that he achieves stellar ratings in his MBA course despite pushing students beyond their comfort zone on a topic that many students are not overly interested in initially is remarkable.

Professor Jensen's courses are also academically rigorous. The course material in his MBA elective is firmly rooted in his own research on status, market identity, and strategic cooperation. He has incorporated original frameworks, cases, exercises, and other teaching materials into the course that draw from his research on how firms achieve competitive advantage from constructing alliance networks to create, manufacture, and market new products. He has also developed a new MBA elective on Global Reputation Strategy that is based on his original theory and empirical research on organizational reputation (e.g., Jensen, 2008; Jensen et al. [2011] The Oxford Handbook of Corporate Reputation; Kim & Jensen, 2014). Moreover, Professor Jensen has been remarkably successful at balancing the multiple pedagogical objectives for courses in the MBA program. Students' comments routinely describe his courses as demanding, but also engaging and fun; multidisciplinary, but also rigorous; academic, but also eminently practical; covering a diverse array of industries and organizations, from the traditional to the emerging; and using both traditional lecture and action-based learning formats. For all these reasons, we consider Professor Jensen's teaching to be exceptional; it is a tremendous asset to the Ross School.

Research: Professor Jensen's scholarly work – both pre-tenure and post-tenure – has consistently met a very high quality standard, while making a series of significant theoretical and empirical contributions to the strategic management literature on status, market identity, and inter-firm cooperation. Professor Jensen's research is notably programmatic, both in the sense that each of his empirical studies builds explicitly on his earlier findings, and in the sense that his later empirical work has been guided by an overarching conceptual framework developed in his theoretical essays. As a consequence, his overall body of work is admirably coherent; the whole of his scholarly contributions is more than the sum of its parts. It is also notable that all of Professor Jensen's empirical studies are based on unique, hand-collected datasets.

An important contribution of Professor Jensen's pre-tenure work was to examine the transferability of network resources, including status from market position and inter-organizational ties, from one market to another. In his subsequent work, Professor Jensen made an important contribution to the status literature by developing a conceptual framework that distinguishes status from organizational reputation, and reveals how status and reputation combine to determine an organization's market identity.

Professor Jensen's post-tenure work on creative and cultural industries has yielded important contributions to the literature on market identity. In particular, this work has significantly enhanced our understanding of how audience characteristics and firms' strategic behavior influence market identity. Professor Jensen also has a very promising pipeline of working papers, two of which have received revise-and-resubmit requests at top journals, and two others that are now under first-round review at top journals. These include a pair of papers on organization-level status inconsistency, an interesting issue that has received little attention in the strategy and organizations literature. One of these papers develops theory and evidence suggesting that status inconsistency across units of an organization weakens the positive effect of organization-level status on performance. The paper explores this issue in the context of status inconsistency among the academic units in business schools, examining the effects of status and status inconsistency on research productivity for a longitudinal sample of U.S. and non-U.S. schools.

Overall, Professor Jensen's post-tenure research continues to manifest the distinguishing characteristics of his best pre-tenure work: a programmatic approach to research, theoretical sophistication, and a unique ability to derive fundamental theoretical insights from novel empirical contexts.

Recent and Significant Publications:

- M. Jensen, M. & H. Kim. "The Real Oscar Curse: The Negative Consequences of Positive Identity Shifts" *Organization Science*, 2015, 26: 1-21.
- M. Jensen & B.K. Kim. "Great, Madama Butterfly Again! How Robust Market Identity Shapes Opera Repertoires" *Organization Science*, 2014, 25: 109-126.
- M. Jensen, H. Kim, & B.K. Kim. "Meeting Expectations: A Role-Theoretic Perspective on Reputation" In *The Oxford Handbook of Corporate Reputation*, 2012, 140-159, Editors: M.L. Barnett & T.G. Pollock, Oxford, UK: Oxford University Press.
- B. K. Kim & M. Jensen. "How Product Order Affects Market Identity: Repertoire Ordering in the U.S. Opera Market" *Administrative Science Quarterly*, 2011, 56: 238-256.
- M. Jensen. "Should We Stay or Should We Go: Accountability, Status Anxiety, and Client Defections" *Administrative Science Quarterly*, 2006, 51: 97-128
- M. Jensen. "The Role of Network Resources in Market Entry: Commercial Banks' Entry Into Investment Banking 1991-1997" *Administrative Science Quarterly*, 2003, 48: 466-497

Service: Professor Jensen is a central and very valuable contributor to all activities in the strategy group. He is also an exceptionally dedicated mentor and adviser of PhD students. He follows a true apprenticeship model of PhD advising that emphasizes active collaboration on all phases of PhD projects, from project formation to writing to handling the review process. Professor Jensen's commitment to working with and mentoring PhD students is evident to his colleagues in the field. Professor Jensen's students have consistently exceeded the group's initial expectations for their performance. He is similarly generous in providing mentoring and advice to junior faculty (and input to senior faculty). His comments and feedback on research, whether oral feedback in seminars or written feedback on papers, is always creative, deep, and incisive. In terms of service to the Ross School, Professor Jensen organized the Hosmer Luncheon Series in 2009 and 2010, and has served on the Curriculum Committee since 2011. He is quick to volunteer for service roles, such as his recent role in the "Seeing Around the Corner" discussions. He devotes

considerable time and effort to every activity in which he is involved, and the quality of his work is reliably excellent on any committee or other service role he is given. Overall, the level and quality of Professor Jensen's service contributions to the strategy group are difficult to document in annual reports, but have made him a model citizen of the group.

Professor Jensen has served in a number of outside service roles that indicate his external visibility and recognition of his achievements as a scholar. He has served on the editorial boards of two top journals since 2007 (*Administrative Science Quarterly* [ASQ] and *Strategic Management Journal*), and he previously served on the board of another top journal (*Academy of Management Journal*). As noted above, ASQ is generally viewed as the top journal in our field. Appointments to the ASQ board are reviewed and renewed annually, and very few scholars are asked to serve on the board for more than five years. He has served in a variety of prominent roles in both the Business Policy and Strategy (BPS) and Organization and Management Theory (OMT) Divisions of the Academy of Management. He served on the BPS Research Committee from 2005 to 2007 and organized the BPS Dissertation Consortium in 2011 and 2012. He served as a senior faculty mentor on the OMT Junior Faculty Consortium in 2015 and the Meet the OMT event in 2015 and 2016. He also served as a senior faculty mentor at the ASQ-OMT-HEC paper development conference in 2011. Professor Jensen was selected as an international research fellow at the Centre for Corporate Reputation, University of Oxford in 2015, and has been an active participant in events of the Centre over the past two years. Moreover, those of us who have worked with Professor Jensen on external service activities have noted that he commits the same level of time and effort to these external roles as he does to internal service tasks. He represents the school extremely well.

External Reviewers:

Reviewer A: "Michael is a star who very much warrants this promotion...He also has a full pipeline...highly laudable productivity...the quality of these recent papers is strong...Michael has contributed substantially to the literature on status, reputation, and identity... I see that he has long service on the editorial boards of three top-tier journals, and he has been a reliable contributor to the governance of two major divisions (OMT and BPS) of the Academy of Management."

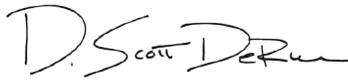
Reviewer B: "Jensen is an accomplished thought leader in the areas of status and reputation, accountability, and market entry... His research is consistently excellent and he has a significant set of additional papers under review or ready to submit. Jensen is an accomplished intellectual leader whose impressive research and reputation will continue to grow."

Reviewer C: "I find that the most notable feature of his work is its creativity. He breathes life into status theory by looking at intriguing and novel contexts ... [his] research agenda has continued to expand and evolve in significant ways...Because of [his] thought leadership, he has a great reputation in the field and is among the best scholars studying status and network dynamics in a business school. I strongly recommend promoting him to full professor."

Reviewer D: "...Michael's research is characterized by careful empirical analysis and thorough theoretical and hypotheses development...Michael has many fine papers...Overall, his record, particularly emphasizing the quality and programmatic nature of his research as well as his excellent teaching, meet the requirements for promotion to Full Professor..."

Reviewer E: "... Michael easily passes the bar for research accomplishments that warrant the title of full professor. He is among the very few intellectual leaders in his cohort at the intersection of strategy and the social structure of markets...his pre-tenure publications continue to have a substantial impact on the field...Michael is known as the sole author or key contributor to his most impactful articles...his promotion looks to be a straightforward case."

Summary of Recommendation: Through a programmatic and creative approach to scholarship, Professor Jensen has consistently generated high quality research and made important contributions to the strategic management literatures on status, reputation, and market identity. He is an outstanding and highly versatile teacher, whose pedagogical approach is rigorous but also popular with students across the BBA, MBA, GMBA, and PhD programs. He is a highly committed and competent contributor to a variety of service activities within the Ross School and the larger professional community. With all this in mind, I recommend Michael Jensen for promotion to professor of strategy, with tenure, Stephen M. Ross School of Business.



D. Scott DeRue
Edward J. Frey Dean of Business
Stephen M. Ross School of Business

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