

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

Yue M. Zhou, assistant professor of strategy, Stephen M. Ross School of Business, is recommended for promotion to associate professor of strategy, with tenure, Stephen M. Ross School of Business.

**Academic Degrees**

Ph.D.	2008	University of Michigan, Business Economics, Ann Arbor, MI
M.A.E.	2006	University of Michigan, Applied Economics, Ann Arbor, MI
M.B.A	1998	University of Maryland, Business Administration, College Park, MD
B.E.H.	1992	Shanghai Jiaotong University, Engineering, Shanghai, China

**Professional Record:**

2013 – Present	Assistant Professor of Strategy, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2017 – Present	The NBD Bancorp Assistant Professorship, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2008 – 2013	Assistant Professor, University of Maryland, Smith School of Business, College Park, MD

**Summary of Evaluation:**

**Teaching:** Professor Zhou's teaching at the undergraduate (BBA) level is quite strong. For example, she received a "Q8" rating of 4.69 in the BBA International Management course (Strategy 310) in Fall of 2016. Professor Zhou has also received consistently high ratings in the Doctoral Methods Seminar (BA 850). Her average rating was 3.94 across three sections of Strategy 503 ("Competing in the Global Business Environment," previously "World Economy") in Fall of 2016. There are certainly strengths to Professor Zhou's teaching, and these are recognized in the student comments. Students routinely highlight the quality of the course materials in Professor Zhou's classes, including the cases, readings, slides, and current examples discussed in class. They also generally appreciate the variety of pedagogies that Professor Zhou uses in her courses, including in-class exercises and simulations. Most of the faculty perceive that Professor Zhou is dedicated to her teaching, and the written student comments suggest that students generally recognize her commitment to their learning, including the detailed feedback she provides on their assignments, and her availability to answer questions outside class. The main weaknesses in Professor Zhou's teaching described by the students relate to the style of her instruction, which some students find less than fully engaging and occasionally difficult to follow.

**Research:** Professor Zhou is an empirical strategy scholar trained in business economics and strategy. Her primary stream of research includes multiple studies on how the complexity that results from interdependencies among business units affects corporate strategy, organizational design choices, and firm operations. She also has a distinct stream of work on institutional

arbitrage, which examines how variations in firms' institutional environments affect their strategic decisions and firm-level outcomes such as pollution. Professor Zhou's empirical approach involves assembling large-scale, archival datasets, or a combination of datasets, and hypothesis testing by virtue of econometrically sophisticated analytical techniques. Several of Professor Zhou's studies feature unique and comprehensive datasets, attention to detail in data collection and measurement, and a generally high level of analytical rigor. As a result, her research has made a series of valuable empirical contributions.

Recent and Significant Publications:

- Li, X., and Y.M. Zhou (2017). Offshoring Pollution while Offshoring Production? *Strategic Management Journal*, forthcoming.
- Zhou, Y.M., and X. Wan (2017). Product Variety, Sourcing Complexity, and The Bottleneck of Coordination. *Strategic Management Journal*, 38(8): 1569–1587.
- Zhou, Y.M., and X. Wan (2017). Product Variety and Vertical Integration. *Strategic Management Journal*, 38(5): 1134-1150.
- Zhou, Y.M. (2013). Designing for Complexity: Using Divisions and Hierarchy to Manage Complex Tasks. *Organization Science*, 24(2): 339–355.
- Zhou, Y.M. (2011). Synergy, Coordination Costs, and Diversification Choices. *Strategic Management Journal*, 32(6): 624-639.

Service: Professor Zhou has been a valuable contributor to the strategy faculty group on the service dimension. She has been an active participant in PhD and faculty recruiting. She has also consistently made insightful comments and suggestions in the brown bag and other seminars.

Professor Zhou's external service to the profession has been very strong. She currently serves on the editorial boards of two top journals; she was recently invited to join the board of *Organization Science*, and she joined the Board of *Strategic Management Journal (SMJ)* in 2014. In addition, she was invited to serve a three-year term as the co-chair of the Doctoral Consortium of the Business Policy and Strategy (BPS) Division of the Academy of Management (recently renamed the Strategic Management Division), and she previously served a term as the co-chair of the Division's Junior Faculty Paper Development Consortium. Both invitations are notable distinctions that indicate her visibility in the field and the esteem in which her work is held by leaders of the division. She has also become active in the Strategic Management Society, serving as a representative-at-large for the Knowledge and Innovation Interest Group, and she previously co-organized the Strategy Research Forum Annual Conference.

External Reviewers:

Reviewer A: "Maggie has chosen important and timeless research questions throughout her career (diversification, organizational structure and institutions) and has answered them with a mix of solid econometrics, unique datasets, creativity and originality. The result is a consistent portfolio of high quality papers"

Reviewer B: "We...tend to emphasize research impact and scholarly independence in our assessments. Professor Zhou excels on these dimensions."

Reviewer C: "A deep and rigorous scholar, with excellent command of the literature and great sense for crucial contributions, and who is able to identify/create unique datasets to bring empirically rigorous answers to important strategy questions."

Reviewer D: "Zhou is one of the few scholars with a strong understanding and grounding in the underling theoretical arguments with the creativity and drive to push on the empirical implications of these arguments and identify contexts that will permit the relevant tests and to build the necessary data sets. It is an impressive set of skills and a very strong body of work."

Reviewer E: "Overall, the quality and placement of her publications is impressive and her work is interesting and both theoretically and empirically sound ... Dr. Zhou combines great data with well-developed theory, and that (along with a coherent and important research agenda) is what I see as setting apart her work from some other junior scholars in the field of strategy ... Dr. Zhou has also clearly established her intellectual independence."

Reviewer F: "[Her total output] places Maggie in good standing among her peers ... All in all, Maggie's papers demonstrate that with painstakingly-gathered data, careful verbal theorizing, and creative measures, one *can* conduct large-sample empirical research on interdependencies among firm choices."

Reviewer G: "Many of the data collection choices she makes are clever and novel. Because of her success with these efforts, she is able to garner better insight compared to many studies that examine similar questions ... she is careful in executing and interpreting her work"

Summary of Recommendation: The tenured faculty in the strategy area and the Executive Committee have voted in favor of promoting Professor Zhou to associate professor, with tenure. Based on their judgment, my own assessment, and the recommendations of the letter writers, I believe that Professor Zhou very much merits this promotion. As a result, I am pleased to strongly recommend Yue M. Zhou for promotion to the rank of associate professor of strategy, with tenure, Stephen M. Ross School of Business.



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

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