

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

Approved by the
Regents
May 21, 2015

Xun Wu, 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.	2007	Wharton School, University of Pennsylvania
M.S.	2005	Wharton School, University of Pennsylvania
M.S.	2001	National University of Singapore
B.A.	1998	Tsinghua University, China

Professional Record:

2014-2015	Sanford R. Robertson Assistant Professor Business Administration
2012-Present	Faculty Associate, Lieberthal-Rogel Center for Chinese Studies, University of Michigan
2007-Present	Assistant Professor of Strategy, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI

Summary of Evaluation:

Teaching: Professor Wu has become a very successful teacher at the Ross School. He has taught the core strategy course for BBAs (STRAT 390) and weekend MBAs (WMBA 505), an elective on mergers, acquisitions, and corporate development (STRAT 682), and a Ph.D. seminar on Boundaries of the Firm (STRAT 898). He redesigned STRAT 682 in Fall 2012, and the course has been very well received, with good enrollments and an average teacher evaluation of 4.52/5 across three sections in winter of 2014. Next year he will offer this course in the weekend MBA program. The written student comments on STRAT 682 are not only very positive, but also very consistent. Professor Wu is widely viewed as an extremely prepared, enthusiastic, and knowledgeable teacher who is skilled in leading case discussions. Students also assessed the value of his course materials very positively. Professor Wu's elective is central to the strategy curriculum, and he has made an important contribution by successfully redesigning and delivering this course. Professor Wu's Ph.D. seminar is also very well received. He devotes considerable time to updating his syllabus and course notes every year, and is very demanding of his students. Overall, Professor Wu has matured into a very good, well-rounded teacher who is making important contributions to multiple programs at the Ross School.

Research: Professor Wu's research has made important contributions to the literature on corporate strategy. His stream of research is outstanding not only for its conceptual contributions, but also for its methodology. The combination of sophisticated analytical modeling and sound empirical analysis that characterizes his work is quite rare in the strategic management field, as very few scholars have extensive training in both methodologies.

Professor Wu's research on entrepreneurial risk taking has also made important conceptual and empirical contributions. This work has been well cited and has already had a significant influence on the strategic management literature on entrepreneurship and market entry.

Professor Wu is a careful and meticulous scholar, not only in his analytical modeling, data collection and analysis, but also in his approach to theory development. His papers frequently draw appropriately from multiple disciplinary literatures to support his theoretical claims.

Professor Wu is a productive scholar who has consistently published work of high quality, and consequently, has made multiple important contributions to the field of corporate strategy. He is widely recognized as an outstanding scholar whose prominence in the field of strategic management will only increase in the coming years. We believe that Professor Wu is an excellent scholar whose research consistently meets a very high standard of quality, and who has developed a very strong reputation in our field as one of the leading scholars of his cohort.

Recent and Significant Publications:

Aggarwal, V. and Wu, B. 2014. Organizational Constraints to Adaptation: Intra-Firm Asymmetry in the Locus of Coordination. *Organization Science*. Forthcoming.

Chang, S. and Wu, B. 2014. Institutional Barriers and Industry Dynamics. *Strategic Management Journal*, 35(8): 1103-1123 (lead article). Covered by *The Economist*, April 27, 2013.

Wu, B., Wan, W. and Levinthal, D. 2014. Complementary Assets as Pipes and Prisms: Innovation Incentives and Trajectory Choices. *Strategic Management Journal*, 35(9): 1257-1278 (lead article). Listed on SSRN's Top Ten download list for: IRPN: Incumbent Versus Entrant (Sub-Topic), May 18, 2013.

Wu, B. 2013. Opportunity Cost, Industry Dynamics, and Corporate Diversification: Evidence from the Cardiovascular Medical Device Industry, 1976-2004. *Strategic Management Journal*, 34(11): 1265-1287 (lead article). 2006 INFORMS *Organization Science Dissertation Proposal Competition*, one of the eight finalists.

Wu, B. and Knott, A. M. 2006. Entrepreneurial Risk and Market Entry. *Management Science*, 52(9): 1315-1330. Featured by James Surowiecki in *The New Yorker*, May 19, 2014. Featured in *Business Week Online*, February 1, 2005. Winner of the 2005 annual *Best Student Paper Award* from the Office of Advocacy of the US Small Business Administration.

Service: Professor Wu has made valuable service contributions to the Ross School. Aside from routine service activities such as organizing the Strategy External Seminar Series and participating in Ph.D. and faculty recruiting, Professor Wu has made exceptional contributions to the Ph.D. Program. He is serving as the primary advisor of two Ph.D. students in the strategy area, and has served or is serving on seven dissertation committees at Ross, and one additional committee in the Department of Economics. Professor Wu also co-organized the Consortium on Competitiveness and Cooperation (CCC) Doctoral Consortium held at the University of Michigan in 2010.

In addition, Professor Wu has made notable service contributions outside the university. He serves on the editorial board of two top strategy journals – *Strategic Management Journal* and *Strategy Science* – and was elected to the Executive Committee of the Business Policy and Strategy (BPS) Division at the Academy of Management, having previously served on the Research Committee of the BPS Division. He was also recently elected as representative-at-large for the Corporate Strategy Interest Group and the Behavior Strategy Interest Group of the Strategy Management Society. These are unusual distinctions for an assistant professor in strategy, and indicate the high visibility of his work and the high esteem in which he is held by his colleagues in the field of strategic management.

External Reviewers:

Reviewer A: “Professor Wu is a productive scholar with a strong record of high quality research. The numerous research awards and recognitions bestowed on him by the field are further evidence of a rising star. I am a fan of Professor Wu’s research for a number of reasons. ...he has consistently taken on meaty questions that matter to our understanding of corporate strategy. ...he has approached these questions using a diverse set of well-suited lenses and methodologies. He has carved out a clear identity for himself and is imparting momentum to an important research trajectory. Professor Wu’s service contributions to the discipline have been exemplary. Professor Wu is an outstanding scholar and a well-respected member of the strategy community. I believe that he would merit promotion to the rank of Associate Professor with tenure at many top schools... The Ross School is fortunate to count him among their faculty and I have no hesitation in recommending him for promotion.”

Reviewer B: “It is my pleasure to write this letter of unconditional support for the promotion of Dr. Xun (Brian) Wu... He has established himself as a creative and thoughtful scholar in the realm of corporate scope and industry evolution. I certainly hold him in very high esteem – Dr. Wu’s research portfolio demonstrates not only innovative forays into thorny and important research areas, but also a careful and in-depth examination of the issues, often through the painstaking creation of novel data and always with rigorous analysis. ...for both his past productivity and current pipeline of activities Dr. Wu deserves to become Associate Professor with tenure at the Ross School of Business at University of Michigan. It is only appropriate that his hard work ethic and diligent effort be rewarded with the recognition that comes with promotion and tenure.”

Reviewer C: “Brian is a productive researcher. ...there is every indication that he will continue to be productive. Several dimensions of Brian’s work are outstanding. ...he works on interesting and important problems. ..Brian’s work helps to resolve puzzles or reconcile anomalies in the literature. ...Brian’s research has implications for both theory and practice. Brian is starting to play a leadership role in the profession. ...Brian appears to be an effective teacher. ...Brian does high quality research on very important problems. I strongly support promoting him to Associate Professor with tenure.”

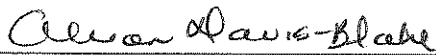
Reviewer D: “Brian is addressing important issues in the strategic management field, he is tackling them with thoughtful and often quite creative methods, and he has been very successful at publishing his ideas in the top journals. Brian has a talent for identifying an interesting puzzle,

or opening up an unusual question, and then building a theoretical argument for how that puzzle/question might be resolved. ...I think this is a very straightforward 'yes' decision for tenure. I have no doubt that he would receive Tenure at... ...I recommend his appointment as Associate Professor with Tenure without reservation."

Reviewer E: "I believe that Brian is one of the most promising corporate strategy scholars of his age cohort. He is currently developing a unique niche for himself within the broad field of corporate strategy and has been successful at publishing his research in some of the top competitive journals in Strategy... His strong and focused portfolio of research papers has been recognized through the numerous awards and awards nominations he received in our Strategy community. ...Brian is a passionate teacher. Based on his portfolio of research, teaching and institutional activities, I would recommend Brian Wu for a position as a tenured Associate professor at Michigan."

Summary of Recommendation:

Professor Wu is widely recognized as an excellent scholar and a leader among his peers, he is a very successful teacher, and he is a very good citizen in the Ross School and in the larger academic community. With this in mind, I strongly recommend Xun Wu for promotion to associate professor of strategy, with tenure, Stephen M. Ross School of Business.



Alison Davis-Blake

Edward J. Frey Dean of Business

Stephen M. Ross School of Business

May 2015