

PROMOTION RECOMMENDATION
The University of Michigan-Flint
School of Management
Department of Management and Marketing

Shichun Xu, assistant professor of marketing, Department of Management and Marketing, School of Management, is recommended for promotion to associate professor of marketing, with tenure, Department of Management and Marketing, School of Management.

Academic Degrees:

Ph.D.	2007	Michigan State University, East Lansing
M.B.A.	2002	University of Arkansas, Fayetteville
M.A.	2001	Shanghai Jiao Tong University, China
B.A.	1994	Shandong University of Technology, Jinan, China

Professional Record:

2015 – Present	Assistant Professor of Marketing, University of Michigan-Flint
2007 – 2015	Assistant Professor, University of Tennessee, Knoxville
2003 – 2007	Graduate Research and Teaching Assistant, Michigan State University
1994 – 1998	Instructor, Shandong University of Science and Technology, China

Summary of Evaluation:

Teaching – Professor Xu does an outstanding job in the classroom. In the past year he has taught both undergraduate and MBA classes. He has also taught traditional face-to-face classes, mixed-mode classes, and totally online classes. Each delivery mode naturally has its own unique and challenging nuances. Despite these different delivery modes, he received consistently high student evaluations. Professor Xu taught Marketing Strategy, New Product Development, and Marketing Management. His quantitative teaching evaluations average in the 4.35 range on a 5.0 scale with 5.0 being the highest score. This is higher than the overall School of Management average and so he is considered one of the finer teaching professors within the School of Management. Syllabi are clear and complete. As stated in his philosophy of teaching, Professor Xu values relevance in the material he presents, supports and encourages engaged learning by his students, and is passionate about the subject matter when he is interacting with students. In addition, he recognizes the importance of continuous improvement and setting an example of being a professional by respecting students, being on time for class, returning homework and emails in a timely manner, and generally being prepared. Professor Xu uses a variety of teaching methods including case studies, lectures, team assignments, oral presentations, and projects to make his courses both challenging and interactive. He is a very fine and committed teacher who is informed by his significant research publications. He appreciates his students and they in turn appreciate and recognize his commitment to their learning and to their success.

Research – Professor Xu's research is focused on international marketing strategy and new product development. He is particularly interested in the pharmaceutical industry in the context of new product development. A basic tenant that Professor Xu follows is that research should be theory-driven, methodologically sound, and have significant managerial implications. Professor Xu has published 10 peer reviewed journal articles since receiving his Ph.D. He has published peer reviewed articles in a variety of recognized outlets including the *International Journal of Innovation Management*, *Asia Pacific Journal of Management*, *Journal of Product Innovation*, *Journal of Business Research*, *Management International Review*, and the *Journal of International Business Studies*. Specific topics with his published research include an investigation into research and development alliances in the pharmaceutical industry, knowledge

dimensions in innovation efforts by the pharmaceutical industry, and competitor alliance effects on innovation development. Professor Xu's streams of research are relevant in seeking to understand the dynamic global competitive landscape for high tech firms that are reliant on strategies that build international alliances resulting in successful new products. Professor Xu's theory driven approach to research and his ability to work with leading scholars in the field will serve him well in the future. He has multiple manuscripts in the pipeline which bodes well for future intellectual contributions. He is a strong scholar and I am confident he will remain a significant contributor to his chosen research streams.

Recent and Significant Scholarly Activity:

Peer-Reviewed Journal Articles

- Xu, Shichun, Cavusgil, Erin, and Deligonul, Seyda (2016). "Number of R&D Alliance and Innovation Output: Non-linear Relationship Evidence from Pharmaceutical Industry." *International Journal of Innovation Management*, Vol. 20 No. 5, 22 pages.
- Jiao, H., Cui, Y., Wang, Q. and Xu, Shichun (2015). "High Impact Strategy Research by Overseas Chinese Scholars in Leading Business Journals: 1991-2011." *Asia Pacific Journal of Management*, Vol. 32, No. 4, 1065-1082.
- Xu, Shichun (2015). "Balancing the Two Knowledge Dimensions in Innovation Efforts: An Empirical Examination Among Pharmaceutical Firms." *Journal of Product Innovation Management*, Vol. 32, No. 4, 610-621.
- Xu, Shichun, Fenik, Anton and Shaner, Matt (2014). "Multilateral R&D Alliances and Innovation Output: The Importance of Governance Mechanism and Technological Scope." *Journal of Business Research*, Vol. 67, No. 11, 2403-2410.
- Xu, Shichun, Wu, Fang, and Cavusgil, Erin (2013). "Complements or Substitutes? Competitor Alliance Participation vs. Internal Technological Capability and Their Impact on Innovation Development." *Journal of Product Innovation Management*, Vol. 30 No.4, 750-762.
- Yaprak, Atilla, Xu, Shichun and Cavusgil, Erin (2011). "Effective Global Strategy Implementation: Structural and Process Choices Facilitating Global Integration and Coordination." *Management International Review*, Vol.51 No. 2, 179-192.

Refereed Conference Proceedings

- Xu, Shichun and Fenik, Anton (2013). "Multilateral R&D Alliances and Innovation Output: The Importance of Governance Mechanism and Technological Scope." AMA Summer Educator's Conference Proceedings, Boston, Massachusetts, (August).
- Wu, Fang, Shaojie Cui, Anna and Xu, Shichun (2012). "The Complementarity Between Marketing and Technological Knowledge on Innovation Development." INFORMS International Conference, Beijing, China.

Service – Professor Xu recently served on the School of Management Summer Committee and the university-wide Research and Creativity Committee. He participated in commencement ceremonies, graduation honors dinners, Beta Gamma Sigma induction, and guest speaker events. Professor Xu is a consistent participant in both School of Management and departmental meetings. He made himself available for a media interview with *FOX66* on the topic of chip credit card security. Professor Xu also served the academic community by serving as a manuscript reviewer for the *Journal of Business Research*, the *Journal of Product Innovation Management*, and the *International Journal of Innovation Management*.

External Reviewers:

Reviewer (A): "The level of citations seems very good... ..has three articles in top ranked journals... ..Professor Xu is first author on 7 articles implying he is able to drive research projects from idea conception through data collection and analysis... Both of Professor Xu's JPIM [*Journal of Product*

Innovation Management] articles make nice contributions to OI [open innovation]... ...primarily serves as a reviewer for various journals and conferences.”

Reviewer (B): “I am also very impressed with the inter-disciplinary approach Dr. Xu has taken in his research... ...[his citation listing] is impressive for a [junior] scholar... Another noteworthy feature of Xu’s publication record is the vast majority of first-authored articles... This is an indication of his ability to work effectively with others and also take on the leadership to come up with original ideas and carry out all the necessary research work throughout the publication process... ...I view Dr. Xu as a highly productive scholar who is capable of conducting high quality, relevant, and impactful research in the areas of international marketing and innovation. He has made and will continue to make great contributions to our understanding of important issues in these two areas.”

Reviewer (C): “I would consider Professor Xu’s JIBS [*Journal of International Business Studies*] publication a major top-level publication... Given the fact that he has been able to publish in JIBS and JPIM [*Journal of Product Innovation Management*], I am quite confident that Dr. Xu’s future work can show similar rigor and insight.”

Reviewer (D): “...[Number of published papers] since earning his doctorate, of which half are in A or A minus outlets. JIBS [*Journal of International Business Studies*] is the top international business journal with the highest impact (5.66)... ...the JIBS article, as it presents a well structured, comprehensive, and thoughtful review of the extant literature and delineates needed areas of future research... Dr. Xu is very much in the ballpark of the mean of his peers.”

Reviewer (E): “...has established a strong track record of scholarly activities. I would consider him to be well qualified at the rank of Associate Professor... ...Dr. Xu’s published works have demonstrated high quality... ...is taking mostly lead-author roles, which signifies that he is able to initiate and lead research projects... The evidence offered provides me with confidence that Dr. Xu will continue to grow as a productive researcher and make contributions to the academic community... I would like to offer my strong support for Dr. Xu’s promotion and tenure at your institution.”

Reviewer (F): “[Professor Xu’s] two publications in the *Journal of Product Innovation Management* both focus on the value of a company’s knowledge base for radical and incremental innovations within the pharmaceutical industry, and offer valuable contributions to scholars and managers specifically interested in new product development, management and innovation... ...know the acceptance rate has been particularly selective recently in this journal which reinforces the value of this research... ...he shows how the value of knowledge in multiple domains can benefit radical innovation. I believe this this offers an important contribution to the innovation literature and valuable direction for managers... ...this solo-authored manuscripts is noteworthy, given that much research today is shared by multiple authors.”

Reviewer (G): “I am very familiar with the JPIM [*Journal of Product Innovation Management*], JBR [*Journal of Business Research*], and MIR [*Management International Review*] – to have four ‘A’ quality innovation hits, one a sole authorship, in these journals in six years exceeds a high quality standard... Additionally, there are five working papers that offer a nice pipeline... In reviewing his work, I find evidence of a well-trained researcher who has made unique contributions to the field of innovation. His research is very interesting, theoretically-based, and of managerial consequence... ...is well placed to be a significant and influential contributor.”

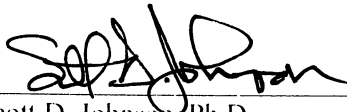
Reviewer (H): “The three articles in the *Journal of Product Innovation Management* are particularly strong... ...all considered A- journals... ...and give him excellent visibility... Professor Xu appears to have done a very good job of managing the early career development essentials – publishing in quality journals, attaining peer recognition, and focusing on research that many managers struggle with every day.”

Reviewer (I): "...Professor Xu has emerged as a productive and promising scholar in the areas of innovation and international marketing... In seven articles... ...was the lead author, suggesting that he was the primary contributor to those articles... Professor Xu's research is focused on issues that are both substantive and managerially relevant... ...research balances rigor with relevance... ...I consider Professor Xu a productive and promising scholar in innovation and international marketing."

Summary:

Professor Xu has demonstrated a consistently high level of teaching excellence. He taught different delivery modes with success and used a variety of teaching methods to engage students. Professor Xu's teaching philosophy centers on relevance and engaging his students. Professor Xu's publications in top journals related to international marketing and innovation demonstrate his commitment to high quality research. The nine external reviewers are positive and consistently recognize his ability to publish high quality manuscripts and work both with other scholars and on his own. Professor Xu is well positioned to make continued high quality scholarly contributions. He shows a willingness to be involved with service activities that benefit the School of Management, the university, and the profession. Professor Xu is a fine colleague and a positive contributor to the collegial culture of the School of Management. He is a valued colleague and I enthusiastically recommend that Shichun Xu be promoted to associate professor of marketing, with tenure, Department of Management and Marketing, School of Management.

Recommended by:



Scott D. Johnson, Ph.D.
Dean, School of Management

Recommendation endorsed by:



Douglas G. Knerr, Provost and
Vice Chancellor for Academic Affairs



Susan E. Borrego, Chancellor
University of Michigan-Flint

May 2017