

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

Xun Wu, 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.	2007	Wharton School, Managerial Science and Applied Economics, University of Pennsylvania, Philadelphia, PA
M.S.	2005	Wharton School, Managerial Science and Applied Economics, University of Pennsylvania, Philadelphia, PA
M.S.	2001	National University of Singapore, Management, Singapore
B.A.	1998	Tsinghua University, Finance, Beijing, China

Professional Record:

2017 – 2020	Michael R. and Mary Kay Hallman Fellow, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2015 – Present	Associate Professor of Strategy, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2014 – 2015	Sanford R. Robertson Assistant Professor of Business Administration, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2012 – Present	Faculty Associate, Lieberthal-Rogel Center for Chinese Studies, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2007 – 2015	Assistant Professor of Strategy, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI

Summary of Evaluation:

Teaching: In addition to being a first-class researcher, Professor Wu is an excellent teacher. Teaching a mix of core and elective courses, he has taught in nearly every one of the school's degree programs. He has also advised student teams in our action-based learning course and made significant contributions to our Executive Education program. As is typical of a Ross faculty member, he began teaching in our BBA program. Since his promotion in 2016, most of his teaching has focused on our different MBA programs. For many years, he has taught the core strategy course and an important elective in the Weekend MBA program, as well as teaching a very popular Mergers and Acquisitions elective in our full-time MBA program. He teaches regularly in our PhD program, winning the PhD Teaching Excellence Award in 2015.

Professor Wu's exceptional performance in Executive Education is indeed a strength of the case. Much of his Executive Education teaching has served clients in China. For example, he helped design and deliver custom programs for the Industrial and Commercial Bank of China, China Telecom Corporation, and the China Development Bank. It is important to note that he does more

than teach in these programs, he leads them. He has served as the faculty director of these programs. He has been indispensable to their success.

Since 2017, Professor Wu has taught an undergraduate Business Abroad course. This course connects nicely with his research interests, his Executive Education teaching, and his work leading Ross's China Initiative. Given these connections, it is not surprising that the course is very well received by students. When he first taught the course in winter 2016, the mean score for the question "Please rate the overall quality of the instructor's job in teaching this course" (Q8) was 4.1 on a scale of 1 to 5. The next three times he taught the course, the means were 5.0, 4.8 and 4.8.

Research: Professor Wu's research examines the interactions between firm capabilities and market evolution, with a particular emphasis on understanding the performance heterogeneity of firms. His research provides new insights on the observed relationship between firm diversification and performance, as well as competition between incumbent firms and the rise of new entrants. Professor Wu has been very successful in publishing in the top journals in his field. He has published seven articles in "A" journals since his promotion to associate professor. His reputation for creativity and rigor in the field of strategy is very well deserved. To date, his work has garnered 1,559 Google scholar citations; seven of his papers have received at least 100 citations. That is a notable record of accomplishment.

Recent and Significant Publications:

- Wang, L., Wu, B., Pechmann, C. and Wang, Y. The performance effects of creative imitation on original products: Evidence from lab and field experiments. *Strategic Management Journal*. Forthcoming.
- Wan, Z. and Wu, B. 2017. "When suppliers climb the value chain: A theory of value distribution in vertical relationships." *Management Science*. 63(2): 477-496
- Kaul, A. and Wu, B. 2016. A capabilities-based perspective on target selection in acquisitions. *Strategic Management Journal*. 37(7): 1220-1239.
- Aggarwal, V. and Wu, B. 2015. Organizational constraints to adaptation: Intra-firm asymmetry in the locus of coordination. *Organization Science*, 26(1): 218-238.
- 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.

Service: Professor Wu's service contributions are many, varied, and unique for someone at his career stage. He is very active in both the Academy of Management and the Strategic Management Society. Professor Wu has not only served on the editorial boards of three premier Strategy journals (*Academy of Management Review*, *Strategic Management Journal*, and *Strategy Science*), he is now assuming editorial responsibilities. Since 2015, Professor Wu has served as the faculty director of the Ross China Initiatives. In this role, he has helped to build partnerships between Ross and a number of Chinese organizations. These efforts have led to the Executive Education programs described in his teaching. He has also raised funds to support student experiences, including his Business Abroad course, action-based learning projects for MBA students, funded internships, and a fellowship program that allows Ross students to complete self-designed projects that focus on Chinese markets.

External Reviewers:

Reviewer A: “Brian’s productivity, versatility, and collegiality are remarkable when compared to his peers. He has produced excellent papers with important contributions to the field.”

Reviewer B: “Professor Wu’s research is high quality, interesting and makes clear and important contributions to strategy research. His work is careful and highly competent. The quantity, quality, impact, and importance of Professor Wu’s publications make him a strong candidate for full professor at any leading business school.”

Reviewer C: “Professor Brian Wu has achieved the level of research productivity, visibility and impact, and has a level of professional leadership in the profession commensurate with the award of Full Professor.”

Reviewer D: “Regarding the quality of Brian’s research, I view it as stellar. In terms of pure execution, it is robust, aided also by his above-noted tendency to deploy multiple research approaches for the same research project.”

Reviewer E: “Professor Wu is one of the top scholars of his generation.”

Reviewer F: “Professor Wu is an excellent scholar and one of the best of his generation of strategy scholars. His work is consistently rigorous, interesting, and novel. He is publishing in the top journals and at a high rate. I believe Professor Wu is, and will continue to be, an important and impactful scholar moving forward.”

Reviewer G: “A distinctive feature of Professor Wu’s work is that he has done both theoretical and empirical research of high quality. It is very unusual to find someone who can do both things well.”

Summary Recommendation: With the full support of the Executive Committee, I am pleased to recommend the promotion of Xun Wu 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

May 2021