

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

Felipe A. Csaszar, associate professor of corporate strategy, with tenure, Stephen M. Ross School of Business, is recommended for promotion to professor of corporate strategy, with tenure, Stephen M. Ross School of Business.

Academic Degrees:

Ph.D.	2009	Wharton School of Business, Strategy, University of Pennsylvania, Philadelphia, PA
MA	2007	Wharton School of Business, Management Science and Applied Economics, University of Pennsylvania, Philadelphia, PA
MBA	1997	University Adolfo, Ibanez, Chile
B.S.	1996	University of Chile, Computer Science Engineering, Santiago, Chile

Professional Record:

2016 – Present	Associate Professor of Corporate Strategy, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2011 – 2016	Assistant Professor of Marketing, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2009 – 2011	Assistant Professor of Strategy, INSEAD, France

Summary of Evaluation:

Teaching: Professor Csaszar’s research informs his teaching, and in turn, his teaching informs his research. We are impressed to see that his work on representation informs his pedagogy (i.e. continually shifting student frame of reference with mini-cases), and just as impressed to see him bring his ideas about the performance effects of aggregation to the classroom. Aside from its pedagogical and research benefits, his ability to assess student learning was greatly appreciated by our former Deans in a recent accreditation review. Our students are incredibly fortunate to have such a thoughtful professor work so hard to design and deliver an optimal learning experience for them.

Professor Csaszar has taught 11 sections of our MBA core Strategy 503 course (“Competing in the Global Business Environment”) and 23 sections of our core MBA Strategy 502 course (“Corporate Strategy”) over the years. The focus, and even disciplinary grounding, of these two courses is quite different. It is a testament to his experience, training, and expertise that he can roam far and wide across such different topics. His average ratings in those 11 sections is 4.74 and 502 course ratings average 4.47, a number dampened only by his early transition to that classroom. His average teaching rating last year was 4.66 (across three sections). Our GMBA students voted him the Neary Teaching Excellence Award for his Strategy 502 teaching.

Professor Csaszar has a deep commitment to our PhD students and their education. He has taught six PhD seminars (in two areas) over the years, earning a 5.0 ratings in each one of them. Professor Csaszar has an active presence in all of our seminars and is always available to our

students, he helps to define our vibrant PhD student culture. We are thrilled to note that he recently graduated his first three PhD students. The fact that they took jobs at Bocconi, Texas and Wharton speaks volumes to his influence on their lives and again, on our program.

Research: Professor Csaszar is an exacting thinker, a top flight modeler and yes, a creative empirical researcher. His work speaks to the foundation and promise of everything we do in the Ross School. Professor Csaszar has dedicated his life to understanding the nature of high quality thinking and then, decision-making. He is also keen to understand how these dynamics affect firm performance. His research statement speaks volumes about his approach to research and indeed, the questions that capture his imagination. Professor Csaszar's productivity is very good. He has published sixteen articles over the years – seven before he was tenured in 2016 and nine since. Moreover, his pipeline is full. He has five papers in development right now, including two in “revise and resubmit status at *Organization Science* and one in that same status at the *Strategic Management Journal*. As of today, his work has garnered 980 Google scholar citations; five of his papers have received at least 100 citations.

#### Recent and Significant Publications:

Heshmati, M. and Csaszar, F. A. “Learning strategic representations: Exploring the effects of taking a strategy course.” R&R at *Organization Science*. (working paper).

Csaszar, F. A. and Steinberger, T. (2021). “Organizations as artificial intelligences: The use of artificial intelligence analogies in organization theory.” *Academy of Management Annals* (forthcoming).

Csaszar, F. A. and Ostler, J. (2020). “A contingency theory of representational complexity in organizations.” *Organization Science* 31(5) 1198 -1219.

Li, C. and Csaszar, F. A. (2019). “Government as landscape designer: A behavioral view of industrial policy.” *Strategy Science* 4(3) 175 - 192.

Csaszar, F. A. (2012). “Organizational structure as a determinant of performance: Evidence from mutual funds.” *Strategic Management Journal* 33(6) 611 -632.

Service: There are two noteworthy aspects to Professor Csaszar's service contribution. The first is the simple fact that he routinely steps up to serve. He has served the school on a variety of committees over the years. Outside the university, he has been active in the journals, serving as an award-winning ad hoc reviewer for many journals, an editorial board member at three prestigious strategy journals, and now a senior editor at one of our field's most esteemed journals. He has also served the strategy community in the world of the *Academy of Management* and *INFORMS*. The second and maybe most important thing to note about Professor Csaszar is that he is deeply respected by his colleagues. At the university level, the provost asked him to serve on the Advisory Council for three years and on our Dean Search Committee.

#### External Reviewers:

Reviewer A: “Professor Csaszar is among the top 5 five scholars in his generation with clear and unique contributions to the strategy literature.”

Reviewer B: “Professor Csaszar is a productive scholar who does high quality research on very important problems. He provides intellectual leadership to the field.”

Reviewer C: “I regard Professor Csaszar as clearly having the quality, quantity and focus that are consistent with successful full professor cases at many universities, including comparable ones.”

Reviewer D: “Professor Csaszar is one of the leading strategy scholars studying cognition and its effects on organization, which is an important area of research in our field. In addition, his work is insightful and creative.”

Reviewer E: “What differentiates Professor Csaszar from others, in my mind, is the fundamental nature of the questions he is asking and his ability to connect major streams of literature to generate new insights.”

Reviewer F: “This promotion, while not overdue, is fully-warranted at this time. There is no fluff in Professor Csaszar’s record – it is as solid as that of any strategy scholar I can think of – and his intellectual growth continues unabated. Within the strategic management field, Felipe is viewed with universal high regard, and I am sure he must be a great asset at Michigan.”

Reviewer G: “I heartily recommend his promotion to the rank of Full Professor. The field needs wonderful scholars who are deeply committed to education and are equally and deeply engaged in frontier scholarship. Professor Csaszar has exactly that profile.”

Summary Recommendation: With the support of the Executive Committee, I am pleased to recommend the promotion of Felipe A. Csaszar to professor of corporate strategy, with tenure, Stephen M. Ross School of Business



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Francine Lafontaine  
Interim Dean  
Stephen M. Ross School of Business

May 2022