Songcui Hu, Ph.D.

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Academic Employment

Associate Professor of Management and Organizations (with tenure)
Eller College of Management, University of Arizona, Tucson, AZ 7/2019-Present

Assistant Professor of Management and Organizations
Eller College of Management, University of Arizona, Tucson, AZ 5/2012-6/2019

Education

Ph. D.	Strategy and Entrepreneurship, University of North Carolina	2012
M. A.	Master in Business Administration, Zhejiang University, China Graduation Distinction (top 1%)	2007
B. A.	Bachelor in Business Management, Zhejiang University, China Graduation Distinction (top 1%)	2005

Research Interests

Behavioral strategy
Adaptive aspirations and attention allocation
Risks/uncertainty
Organizational learning and complexity
Firm/managerial decision making
Strategic leadership

Peer Reviewed Journal Publications (Note: † equal contribution)

1. **Hu, S.**, Gentry, RG., Quigley, T., & Boivie, S. in press. Who's in the driver's seat? Exploring firm-level vs. CEO-level effects on problemistic search. *Journal of Management.* doi: 10.1177/01492063211063823

2. **Hu**, **S.**, Gu, Q., & Xia, J. in press. Problemistic search of the embedded firm: The joint effects of performance feedback and network positions on venture capital firms' risk taking. *Organization Science*. doi.org/10.1287/orsc.2021.1513

3. Zhu, Q. †, **Hu, S**. †, & Shen, W†. 2020. Why do some insider CEOs make more strategic changes than others? The impact of prior board experience on new CEO insiderness. *Strategic Management Journal*, 41(10): 1933-1951. doi.org/10.1002/smj.3183

4. **Hu, S.**, & Bettis, RA. 2018. Multiple organizational goals with feedback from shared technological task environments. *Organization Science*, 29(5): 873-889. doi.org/10.1287/orsc.2018.1207

5. Bettis, RA., & **Hu, S.** 2018. Bounded rationality, heuristics, computational complexity, and artificial intelligence. *Advances in Strategic Management*, Behavioral Strategy in Perspective (Augier, M, Fang, C., & Rindova, V.P. ed.), 39: 139 – 150. Emerald Publishing Limited.

6. Schilke, O.†, **Hu, S.**†, & Helfat, CE. 2018. Quo vadis, dynamic capabilities? A content-analytic review of the current state of knowledge and recommendations for future research. *Academy of Management Annals,* 12(1): 390-439. doi.org/10.5465/annals.2016.0014

7. **Hu, S.**, He, Z., Blettner, D., & Bettis, RA. 2017. Conflict inside and outside: Social comparisons and attention shifts in multidivisional firms. *Strategic Management Journal*, 38(7): 1435-1454. doi.org/10.1002/smj.2556

8. Blettner, D., He, Z., **Hu, S.**, & Bettis, RA. 2015. Adaptive aspirations and performance heterogeneity: Attention allocation among multiple reference points. *Strategic Management Journal*, 36(7): 987-1005. doi.org/10.1002/smj.2260

9. **Hu, S.**, Blettner, D., & Bettis, RA. 2011. Adaptive aspirations: Risk taking at extremes and alternative reference groups. *Strategic Management Journal*, 32: 1426-1436. doi.org/10.1002/smj.960

Other Publications (Note: † equal contribution)

10. Zhu, Q. †, **Hu, S**. †, & Shen, W†. 2019. Why do some new insider CEOs make more strategic changes than others? *Best Paper Proceedings of the 79th Annual Meeting of the Academy of Management. Online ISSN: 2151-6561.*

11. **Hu, S.**, & Bettis, RA. 2013. Adaptive aspirations. Book chapter in *Palgrave Encyclopedia of Strategic Management*, Augier, M., Teece, DJ. (Eds.). Palgrave Macmillan: Basingstoke and New York, NY.

12. Blettner, D., He, Z., **Hu, S**., & Bettis, RA. 2011. Heterogeneity in adaptive aspirations and reference groups. *Best Paper Proceedings of the 71st Annual Meeting of the Academy of Management. Online ISSN: 2151-6561.*

Working Papers (Note: † equal contribution)

1. Ref, O., **Hu, S.**, Milyavsky, M., Feldman, N.E., & Shapira, Z. (2nd round revise & resubmit). Reference points and risk taking (different title from the submission). *Organization Science.*

2. **Hu, S.**, Bettis, RA., & Anderson, TJ. (1st round revise & resubmit). Fat-tailed distribution (different title from the submission). *Strategic Management Journal.*

3. Song, Y. †, **Hu, S. †,** Xia, J. † (under review). IPO firms (different title from the submission). *Academy of Management Journal*.

4. Li, Q., & **Hu, S**. (Under review). Regulatory shortfalls and firm divestitures (different title from the submission). *Organization Science.*

5. **Hu, S.**, & Posen, H. (Reject & Resubmit). Interfirm heterogeneity in change and risk. *Strategy Science*.

6. Baumann, O., Egger, JP., & **Hu, S.** (Writing). Resource allocation and adaptation in multi-business firms.

Research Awards

Hu, S., He, Z., Blettner, D., & Bettis, R. An examination of the behavioral mechanism underlying attention shifts in adaptive aspirations.

- 2013 Strategy Process Best Proposal Award in Strategic Management Society Conference, Atlanta, GA. Oct, 2013.

Professional Service

Editorial Board Member	*Strategic Management Journal* (2013-present) *Administrative Science Quarterly* (2020-present) *Organization Science* (2022-present) *Management and Organization Review* (2020-present)
Ad-Hoc Journal Reviewer	*Strategy Science* *Journal of Management* *Global Strategy Journal* *Advances in Strategic Management*
Representative-at-Large	Behavioral Strategy Interest Group, Strategic Management Society (2021.1-2022.12); Responsible for organizing PDW programs for the annual SMS meeting each year
Research Committee Member	Strategy Division, Academy of Mangement (2022-2024) Responsible for reviewing papers for the various STR Best Paper Awards at the annual AOM meeting each year and selecting the winner of the annual Dissertation Award
Conference Committee Member	Chinese Management Scholar Conference (CMSC) Responsible for organizing conference reunion and PhD/junior faculty PDWs
Conference Reviewer	Academy of Management Annual Conference Strategic Management Society Annual Conference

	International Association for Chinese Management Research Conference
Member	Academy of Management Strategic Management Society INFORMS Chinese Management Scholar Community

Fellowships and Honors

Outstanding Undergraduate Teaching Award	Management and Organization Dept. UofA (2015)
Peggy Lee - Sunil Wahal PhD Award	Kenan-Flagler Business School, UNC (2011)
Future Faculty Fellowship	Graduate School, UNC (2010)
SMS Doctoral Consortium Fellowship	Strategic Management Society (2009)
Ph.D. Fellowship	University of North Carolina (2007-2011)
Graduation Distinction	Zhejiang University (2005 & 2007)
First Prize of Excellent Scholarship	Zhejiang University (2001-2006)

Grants and Funded Research

2018 Fall	$2,000 – Eller College of Management Department of Management and Organizations Small Research Grant $1,000 – Eller College of Management Small Grant Project: "Reintroducing managerial agency into BTOF: CEO duality, origin, and firm response to performance feedback" Role: *Principal Investigator*
2018 Spring	$2,500 – Eller College of Management Department of Management and Organizations Small Research Grant Project: "The dual effects of CEO cognition and social status on firm strategic change and performance feedback" Role: *Principal Investigator*
2017 Fall	$2,400 – Eller College of Management Small Grant Project: "Foreign market entry in family business: The effects of performance feedback and socioemotional wealth configuration" Role: *Principal Investigator*
2017 Spring	$2,400 – Eller College of Management Department of Management and Organizations Small Research Grant Project: "Foreign market entry in family business: The effects of performance feedback and socioemotional wealth configuration" Role: *Principal Investigator*
2016 Fall	$1,310 – Eller College of Management Department of Management and Organizations Small Research Grant $1,000 – Eller College of Management Small Grant Project: "Disentangle change from risk: The effect of CEO political affiliation and compensation on firm decision making"

	Role: *Principal Investigator*
2016 Spring	$600 – Eller College of Management Department of Management and Organizations Small Research Grant Project: "Under the radar – Understanding the effects of no or low reputation firms" Role: *Principal Investigator*
2015 Fall	$1,000 – Eller College of Management Small Grant Project: "The impact of psychological attributes on aspiration adaptation and strategic change" Role: *Principal Investigator*
2013 Spring	$4,500 – Eller College of Management McGuire Entrepreneurship Research Small Grant Project: "How do firms become competent? Concentration and specialization in R&D" Role: *Principal Investigator*

Teaching

Topics in Behavioral Strategy: Doctoral seminar

- Spring 2020, Eller College of Management, University of Arizona (overall evaluation not available due to the pandemic)

Strategic Management: Doctoral seminar

- Fall 2020, Eller College of Management, University of Arizona (overall evaluation not available due to the pandemic)
- Spring 2017, Eller College of Management, University of Arizona (overall evaluation 5/5)
- Spring 2015, Eller College of Management, University of Arizona (overall evaluation 4.6/5)

Strategic Management: Undergraduate level

- 2020, Eller College of Management, University of Arizona (Spring overall evaluation not available due to the pandemic)
- 2019, Eller College of Management, University of Arizona (Spring overall evaluation 4.6/5, and 4.5/5; Fall overall evaluation not available due to the university policy change)
- 2018, Eller College of Management, University of Arizona (Spring overall evaluation 4.9/5, and 4.7/5)
- 2017, Eller College of Management, University of Arizona (Spring overall evaluation 4.5/5, and 4.1/5; Fall overall evaluation 4.2/5)
- Spring 2016, Eller College of Management, University of Arizona (overall evaluation 4.9/5, 4.4/5 and 4.8/5)
- Spring 2015, Eller College of Management, University of Arizona (overall evaluation 4.7/5 and 4.7/5)
- Spring 2014, Eller College of Management, University of Arizona (overall evaluation 4.5/5, 4.7/5, and 4.5/5)

- Spring 2013, Eller College of Management, University of Arizona (overall evaluation 4.3/5 and 3.9/5)
- Summer 2010, Kenan-Flagler Business School, University of North Carolina (overall evaluation 4.52/5)

Professional Development Workshop

1. "Past, Present, and Future of A Behavioral Theory of the Firm: Multiple Goals in Firm Behavior." (2022, August). Facilitator. The 82nd Annual Meeting of the Academy of Management, virtual conference.
2. STR "Meet The Theory" session "New Frontiers in Behavioral Strategy: Exploring how Cognition and Structure Interact." (2022, February). Joining Dan Levinthal, Linda Argote, and Vibha Gaba to serve as a panelist. Webinar organized by Felipe Csaszar.
3. At the Intersection of Micro Foundations and Strategy Process. (2021, September). Session Co-Chair. Strategy Process IG & Behavioral Strategy IG. The 41st Annual Conference of Strategic Management Society, virtual conference.
4. The Contingent Nature of Search. (2021, September). Session Chair. Behavioral Strategy IG. The 41st Annual Conference of Strategic Management Society, virtual conference.
5. Past, Present, and Future of A Behavioral Theory of the Firm. (2019, August). Facilitator. OMT & STR divisions. The 79th Annual Conference of the Academy of Management, Boston, MA.
6. Advancing Aspirations Research: Theorizing and Measuring Social Aspirations. (2019, August). Discussant. STR, OMT, & MOC divisions. The 79th Annual Conference of the Academy of Management, Boston, MA.
7. Behavioral strategy as arbitrage opportunity: Decision making with bounded rationality. (2013, August). Panelist. Sunday Panel on Behavior Strategy, Behavioral strategy group. The 33rd Annual Conference of Strategic Management Society, Atlanta, GA.

Conference Presentations

1. Deng, S., Wang, J., Xia, J., & **Hu, S.** (2020, August). Internationalization of R&D through alliances or joint ventures? An information processing perspective. Paper presented at the 80th Annual Conference of the Academy of Management, virtual conference.
2. Deng, S., Wang, J., Xia, J., & **Hu, S.** (2020, July). Internationalization of R&D through alliances or joint ventures? An information processing perspective. Paper presented at the Academy of International Business, virtual conference.
3. Qian, C., **Hu, S**., Lian, Y., & Kathuria, N. Performance feedback and corporate social responsibility: The evidence from China. Paper to be presented at the 9th International Association for Chinese Management Research Conference (June, 2020), Xi'an, China. (Conference canceled due to the pandemic.)
4. Deng, S., Wang, J., Xia, J., & **Hu, S.** Internationalization of R&D through alliances or joint ventures? An information processing perspective. Paper to be presented at the Ann and Jack Graves Foundation Conference Sustainability as a Solution to Global Business Challenges (April, 2020), Dallas, Texas. (Conference canceled due to the pandemic.)

5. **Hu, S.**, Gentry, RG., Boivie, S., & Quigley, T. Who is in the driver's seat? Exploring firm-level and CEO-level effects on problemistic search. Paper to be presented at the Organization Science Winter Conference (March, 2020), Monterey, California. (Conference canceled due to the pandemic.)
6. Baumann, O., Egger, JP., & **Hu, S.** Resource allocation and adaptation in multi-business firms. Paper to be presented at the Organization Science Winter Conference (March, 2020), Monterey, California. (Conference canceled due to the pandemic.)
7. Zhu, Q., **Hu, S**., & Shen, W. (2019, August). Why do some new insider CEOs make more strategic changes than others? Paper presented at the 79th Annual Conference of the Academy of Management, Boston, MA.
8. **Hu, S.**, & Zhu, Q. (2019, March). Reintroducing managerial agency into BTOF: CEO duality, origin, and firm response to performance feedback. Paper presented at the Strategic Management Society Special Conference, Las Vegas, NV.
9. **Hu, S.**, & Zhu, Q. (2018, September). The dual effects of CEO cognition and social status on firm strategic change and performance feedback. Paper presented at the 38th Annual Conference of Strategic Management Society, Paris, France.
10. Gu, Q., **Hu, S.**, & Lu, L. (2017, October). Foreign market entry in family business: The effects of performance feedback and socioemotional wealth configuration. Paper presented at the 37th Annual Conference of Strategic Management Society, Houston, TX.
11. **Hu, S.**, Gu, Q., & Xia, J. (2017, August). Integrating behavioral and social network perspectives: Risk taking of venture capital firms. Paper presented at the 77th Annual Conference of the Academy of Management, Atlanta, GA.
12. Boivie, S., **Hu, S.**, Gentry, R., & Graffin, S. (2016, September). Under the radar – Understanding the effects of no or low reputation firms. Paper presented at the 36th Annual Conference of Strategic Management Society, Berlin, Germany.
13. Blettner, D. P., **Hu, S.**, & Bettis, R.A. (2015, October). The impact of psychological attributes on aspiration adaptation and innovative strategies. Paper presented at the 35th Annual Conference of Strategic Management Society, Denver, CO.
14. Blettner, D. P., **Hu, S.**, & Bettis, R.A. (2014, September). Psychological variation among senior managers: Effect on performance feedback interpretation and strategic change. Paper presented at the 34th Annual Conference of Strategic Management Society, Madrid, Spain.
15. **Hu, S.**, & Posen, H. (2014, September). Two faces of experience in organizational learning: Aspiration adaptation and belief adaptation. Paper presented at the 34th Annual Conference of Strategic Management Society, Madrid, Spain.
16. Blettner, D. P., **Hu, S.**, & Bettis, R.A. (2014, August). Psychological variation among senior managers: Effect on performance feedback interpretation and strategic change. Paper presented at the 74th Annual Conference of the Academy of Management, Philadelphia, PA.
17. **Hu, S.** (2013, September). Behavioral strategy as arbitrage opportunity: Decision making with bounded rationality. Paper presented at the 33rd Annual Conference of Strategic Management Society, Sunday Panel on Behavior Strategy, Atlanta, GA.

18. **Hu, S.**, He, Z., Blettner, D.P., & Bettis, R.A. (August, 2013). An examination of the behavioral mechanism underlying attention shifts in adaptive aspirations. Paper presented at the 33rd Annual Conference of Strategic Management Society, Sunday Panel on Behavior Strategy, Atlanta, GA.
19. **Hu, S.** (April, 2011). Attention allocation in multiple-inconsistent-goal context: An empirical examination of the automotive industry. Paper presented at the Consortium for Competitiveness and Cooperation (CCC) Conference, MIT, Cambridge, Massachusetts.
20. **Hu, S.** (November, 2011). Attention allocation in multiple-inconsistent-goal context: An empirical examination of the automotive industry. Paper presented at the 31st Annual Conference of Strategic Management Society, Miami, FL.
21. Blettner, D.P., He, Z., **Hu, S.**, & Bettis, R.A. (August, 2011). Heterogeneity in adaptive aspirations and reference groups. Paper presented at the 71st Annual Conference of the Academy of Management, San Antonio, TX.
22. **Hu, S.**, & Bettis, R.A. (September, 2010). The portfolio of learning: A NK model based study. Paper presented at the 30th Annual Conference of Strategic Management Society, Rome, Italy.
23. **Hu, S.**, & Nerkar, A. (September, 2010). How do firms become competent? Concentration and specialization in R&D. Paper presented at the 30th Annual Conference of Strategic Management Society, Rome, Italy.
24. **Hu, S.**, Blettner, D.P., & Bettis, R.A. (October, 2009). Adaptive aspirations: A three-reference point risk preference function and satisficing. Paper presented at the 29th Annual Conference of Strategic Management Society, Washington DC.
25. **Hu, S.**, Blettner, D.P., & Bettis, R.A. (August, 2009). Adaptive aspirations: A three-reference point risk preference function and satisficing. Paper presented at the 69th Annual Conference of the Academy of Management, Chicago, IL.