

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	2019-Present
PhD Program Co-director	2019-2024

Assistant Professor of Management and Organizations

Eller College of Management, University of Arizona, Tucson, AZ	2012-2019
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Editorial Positions

Associate Editor, <i>Strategic Management Journal</i>	2024-Present
Editorial Board, <i>Strategic Management Journal</i>	2013-2024
Editorial Board, <i>Administrative Science Quarterly</i>	2020-2025
Editorial Board, <i>Organization Science</i>	2022-Present
Editorial Board, <i>Management and Organization Review</i>	2020-Present

Education

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

Research Interests

Behavioral strategy
Adaptive aspirations and attention allocation
Firm risk taking
Organizational learning and complexity
Strategic leadership

Peer Reviewed Journal Publications (Note: † equal contribution)

1. Perkins, B. †, Liu, Y. †, **Hu, S. †**, Qian, C., & Doyle, S. (forthcoming). Social performance feedback and managerial moral self-regulation: The microfoundations of corporate social (ir)responsibility. *Organization Science*.

2. Song, Y. †, **Hu, S. †**, & Xia, J. (forthcoming). Legitimation through stakeholder endorsements: How political affinity shapes foreign IPO firm survival. *Journal of Management Studies*. doi.org/10.1111/joms.70017
3. Li, Q., **Hu, S.**, & Shi, W. 2026. Internal control weakness and corporate divestitures. *Journal of Management*, 52(2), 484-517. doi.org/10.1177/01492063241274284
4. Ref, O., **Hu, S.**, Milyavsky, M., Feldman, N.E., & Shapira, Z. 2024. Motivation and ability: Unpacking underperforming firms' risk-taking. *Organization Science*, 35(6): 2141-2159. doi.org/10.1287/orsc.2020.13953
5. **Hu, S.**, Gentry, R.G., Quigley, T., & Boivie, S. 2023. Who's in the driver's seat? Exploring firm-level vs. CEO-level effects on problemistic search. *Journal of Management*, 49(4): 1187-1212. doi.org/10.1177/01492063211063823
6. **Hu, S.**, Gu, Q., & Xia, J. 2022. Problemistic search of the embedded firm: The joint effects of performance feedback and network positions on venture capital firms' risk taking. *Organization Science*, 33(5): 1889-1908. doi.org/10.1287/orsc.2021.1513
7. 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
8. **Hu, S.**, & Bettis, R.A. 2018. Multiple organizational goals with feedback from shared technological task environments. *Organization Science*, 29(5): 873-889. doi.org/10.1287/orsc.2018.1207
9. Bettis, R.A., & **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.
10. Schilke, O.†, **Hu, S.†**, & Helfat, C.E. 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
11. **Hu, S.**, He, Z., Blettner, D., & Bettis, R.A. 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
12. Blettner, D., He, Z., **Hu, S.**, & Bettis, R.A. 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

13. **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)

14. 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.
15. **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.
16. 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. Shen, X., Li, C., **Hu, S.**, & L, J. (2nd revise-and-resubmit). Goal activation (different title from the submission). *Organization Science*.
2. Xia, J., **Hu, S.**, Bai, S., & Wang, M. (under review). Serendipity (different title from the submission). *Academy of Management Review*.
3. Xia, J., **Hu, S.**, Bai, S., & Zhang, H. (under review). Legitimacy resilience of Global South organizations (different title from the submission). *Organization Science*.
4. Cheon, W., & **Hu, S.** (accepted). Managerial experience and organizational search. *Academy of Management 2026 Annual Conference*.
5. Paik, E. † & **Hu, S.** † (revising). Market category expansion (different title from the submission). In preparation for submission to *Strategic Management Journal*.
6. Nerkar, A., Kim, Y., & **Hu, S.** (revising). Entrepreneurial success. In preparation for submission to *Academy of Management Review*.
7. Li, J., **Hu, S.**, & Xu, Y. (revising). AI innovation.
8. **Hu, S.**, Bettis, RA., Liu, C., & Anderson, TJ. (revising). Fat-tailed distribution.
9. Cao, Z. †, & **Hu, S.** † (revising). Firm underperformance, experience, and risk taking.

10. Cao, Z., & Hu, S. (revising). Performance shortfall and business unit reconfiguration.

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.

Other Professional Service

Ad-Hoc Journal Reviewer	<i>Strategy Science; Management Science</i> <i>Organizational Behavior and Human Decision Processes;</i> <i>Journal of Management ; Journal of Management Studies</i> <i>Global Strategy Journal</i> <i>Advances in Strategic Management</i> <i>Frontiers in Psychology</i>
Executive Committee Member	Strategy Division, Academy of Management (2026-2028) Attending Executive Committee meetings; Working on the Program Team to put together the August annual conference program, and working to put together virtual activities throughout the year
Research Committee Member	Strategy Division, Academy of Management (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
Representative-at-Large	Behavioral Strategy Interest Group, Strategic Management Society (2021-2022); Responsible for organizing PDW programs for the annual SMS meeting each year
Conference Committee Member	Chinese Management Scholar Conference (CMSC) (2021-2024) 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 Business Management Faculty Award	Eller College of Management, UofA (2024)
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 (2007-2012)
Graduation Distinction	Zhejiang University (2005 & 2007)
First Prize of Excellent Scholarship	Zhejiang University (2001-2006)

Grants and Funded Research

2026 Spring	\$1,300 – Management and Organizations Department Small Research Grant
	\$1,800 – Management and Organizations Department Small Research Grant
	\$1,870 – Eller College Small Research Grant
2025 Fall	\$1,500 – Eller College of Management Center for Leadership Ethics Research Grant
2025 Spring	\$20,000 – Eller College of Management Research Data Grant
	\$1,500 – Eller College of Management Small Grant
	\$1,600 – Management and Organizations Department Small Research Grant
2022 Fall	\$1,000 – Eller College of Management Center for Leadership Ethics Research Grant
2018 Fall	\$2,000 – Eller College of Management Department of Management and Organizations Small Research Grant
	\$1,000 – Eller College of Management Small Grant
2018 Spring	\$2,500 – Eller College of Management Department of Management and Organizations Small Research Grant
2017 Fall	\$2,400 – Eller College of Management Small Grant
2017 Spring	\$2,400 – Eller College of Management Department of Management and Organizations Small Research Grant
2016 Fall	\$1,310 – Eller College of Management Department of Management and Organizations Small Research Grant
	\$1,000 – Eller College of Management Small Grant
2016 Spring	\$600 – Eller College of Management Department of Management and Organizations Small Research Grant
2015 Fall	\$1,000 – Eller College of Management Small Grant
2013 Spring	\$4,500 – Eller College of Management McGuire Entrepreneurship Research Small Grant

Teaching

Topics in Behavioral Strategy: Doctoral seminar (605/606)

- Spring 2026, Spring 2024, Spring 2022, Spring 2020, Eller College of Management, University of Arizona (overall evaluation 5/5)

Strategic Management: Doctoral seminar (633/634)

- Fall 2024, Eller College of Management, University of Arizona (overall evaluation 5/5)
- Spring 2023, Eller College of Management, University of Arizona (overall evaluation 5/5)
- 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 (471)

- Spring 2026, Eller College of Management, University of Arizona (overall evaluation 4.9/5, and 4.9/5)
- Fall 2024, Eller College of Management, University of Arizona (overall evaluation 4.96/5, and 4.95/5)
- Spring 2024, Eller College of Management, University of Arizona (overall evaluation 4.95/5, and 4.9/5)
- Spring 2023, Eller College of Management, University of Arizona (overall evaluation 4.9/5, and 4.9/5)
- Spring 2022, Eller College of Management, University of Arizona (overall evaluation 4.95/5, and 4.9/5)
- 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)
- Spring 2018, Eller College of Management, University of Arizona (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)

Recent Professional Development Workshops

1. “Past, Present, and Future of A Behavioral Theory of the Firm: Integrating Cognition and Emotion” (2026, August). Organizer. The 86th Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.
2. “Goals In and Around Organizations: New Theoretical Directions and Novel Empirical Approaches” (2026, August). Panelist. The 86th Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.
3. “Legitimacy, Signaling, and Stakeholder Interpretation.” (2026, June). Common ground session facilitator. Strategic Management Society Special Conference in Hong Kong.
4. SMS Doctoral Workshop (2025, October). Mentor. The 45th Annual Conference of Strategic Management Society, San Francisco, California.
5. “Past, Present, and Future of A Behavioral Theory of the Firm: Reimagining Context in Decision-Making” (2025, July). Organizer. The 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.
6. STR Junior Faculty Paper Development Workshop (2025, July). Panelist. The 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.
7. 2025 BYU Winter Strategy Conference (2025, February). Discussant. Utah.
8. “How to Succeed in the PhD Admissions Process: A Consortium for Pre-Doctoral Students.” (2024, August). Host. The 84th Annual Meeting of the Academy of Management, Chicago, Illinois.
9. “Past, Present, and Future of A Behavioral Theory of the Firm” (2024, August). Facilitator. The 84th Annual Meeting of the Academy of Management, Chicago, Illinois.
10. “How Structure, Cognition, and Multiple Goals Interact in the Context of Performance Feedback.” (2024, June). Invited lecturer. Webinar organized by the Carnegie School Organizational Learning Academy 2024 summer school.
11. “How Carnegie School can Enrich Behavioral Strategy.” (2023, October). Session Chair. Sunday Panel on Behavior Strategy, Behavioral Strategy Group. The 43rd Annual Conference of Strategic Management Society, Toronto.
12. “How to Succeed in the PhD Admissions Process: A Consortium for Pre-Doctoral Students.” (2023, August). Panelist. The 83rd Annual Meeting of the Academy of Management, Boston, MA.
13. “Past, Present, and Future of A Behavioral Theory of the Firm” (2023, August). Facilitator. The 83rd Annual Meeting of the Academy of Management, Boston, MA.
14. Macro-Track Junior Faculty Consortium. (2023, June). Panelist. IACMR 2023 Conference, Hong Kong.
15. “Broadening DEI Research: A Discussion of Under-studied Forms of Diversity and Issues of Equity and Inclusion.” (2022, September). Co-organizer. The 42nd Annual Conference of Strategic Management Society, London.
16. “Past, Present, and Future of A Behavioral Theory of the Firm” (2022, August). Facilitator. The 82nd Annual Meeting of the Academy of Management, Seattle, WA.
17. “Meet The Theory” session “New Frontiers in Behavioral Strategy: Exploring how Cognition and Structure Interact.” (2022, February). Panelist. Other panelists include Dan Levinthal, Linda

Argote, and Vibha Gaba. Webinar organized by the Academy of Management STR division.
<https://www.youtube.com/watch?v=0t35DtYw8zA>

18. 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.
19. The Contingent Nature of Search. (2021, September). Session Chair. Behavioral Strategy IG. The 41st Annual Conference of Strategic Management Society, virtual conference.
20. 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.
21. 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.

Invited Seminar Talks

City University of Hong Kong (2026)
University of Michigan (2025)
University of North Carolina (2025)
University of Washington (2025)
University of Texas at Dallas (2023)
Texas A&M University (2011, 2022)
University of California, Irvine (2019)
University of South Carolina (2011)
Oklahoma State University (2011)

Recent Conference Presentations (including recent conference submissions)

1. Cheon, W., & **Hu, S.** (2026, August). Not all experiences are created equal: How managerial success and failure shape problemistic search. Paper to be presented at the 86th Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.
2. Shen, X., Li, C., **Hu, S.**, & L, J. (2025, October). Hoping for A while achieving B: How unexpected positive performance spillovers set the agenda. Paper presented at the 45th Annual Conference of Strategic Management Society, San Francisco, California.
3. Cheon, W., & **Hu, S.** (2025, October). Navigating problemistic search: The role of organizational and managerial experiences. Paper presented at the 45th Annual Conference of Strategic Management Society, San Francisco, California.
4. **Hu, S.** (2025, July). "Reimagining context in decision-making. Paper presented at the 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.
5. Shen, X., Li, C., **Hu, S.**, & L, J. (2025, February). Hoping for A while achieving B: How unexpected positive performance spillovers set the agenda. Paper presented at the 2025 BYU Winter Strategy Conference, Sundance, Utah.

6. Shen, X., Li, C., **Hu, S.**, & L, J. (2025, February). Hoping for A while achieving B: How unexpected positive performance spillovers set the agenda. Paper presented at the Organization Science Winter Conference, Los Angeles, California.
7. **Hu, S.**, & Eugene, P. (2024, August). Divergent behavioral responses to performance shortfalls. Paper to be presented at the 84th Annual Conference of the Academy of Management, Chicago, Illinois.
8. Shen, X., Li, C., **Hu, S.**, & L, J. (2024, August). Serendipity and conflict: How cross-departmental goal interdependencies affect department-level product innovation search. Paper to be presented in the symposium on how intra-organizational Interdependence affects strategy and innovation, the 84th Annual Conference of the Academy of Management, Chicago, Illinois.
9. Perkins, B., **Hu, S.**, Liu, Y., & Qian, C. (2024, June). A behavioral perspective on corporate social (ir)responsibility. Paper presented at the Strategic Management Society Special Conference, Washington D.C.
10. **Hu, S.** & Paik, E. (2023, October). Organizational scope and risk taking: How do generalists vs. specialists respond to performance feedback? Paper presented at the 43rd Annual Conference of Strategic Management Society, Toronto, Canada.