

Songcui Hu, Ph.D.

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Academic Employment

Associate Professor of Management and Organizations (with tenure)

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| Eller College of Management, University of Arizona, Tucson, AZ | 7/2019-Present |
| PhD Program Co-director | 2019-2024 |

Assistant Professor of Management and Organizations

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| Eller College of Management, University of Arizona, Tucson, AZ | 5/2012-6/2019 |
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Editorial Positions

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| 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-Present |
| Editorial Board, <i>Organization Science</i> | 2022-Present |
| Editorial Board, <i>Management and Organization Review</i> | 2020-Present |

Education

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| 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. Song, Y. †, **Hu, S. †**, & Xia, J. (forthcoming). Legitimation through stakeholder endorsements: How political affinity shapes foreign IPO firm survival. *Journal of Management Studies*.
2. Li, Q., **Hu, S.**, & Shi, W. (forthcoming). Internal control weakness and corporate divestitures. *Journal of Management*. doi.org/10.1177/01492063241274284

3. 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
4. **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
5. **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
6. 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
7. **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
8. 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.
9. 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
10. **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
11. 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
12. **Hu, S.**, Blettner, D., & Bettis, R.A. 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)

13. 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.
14. **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.
15. 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.

Selected Working Papers (Note: † equal contribution)

1. Perkins, B. †, **Hu, S.** †, Liu, Y. †, & Qian, C. † (1st revise & resubmit). Corporate social activities (different title from the submission). *Organization Science*.
2. Shen, X., Li, C., **Hu, S.**, & L, J. (1st revise & resubmit) Goal activation (different title from the submission). *Organization Science*.
3. Paik, E. † & **Hu, S.** † (under review). Market category expansion (different title from the submission). *Organization Science*.
4. **Hu, S.**, Bettis, RA., Liu, C., & Anderson, TJ. Fat-tailed distribution.
5. Li, J., **Hu, S.**, & Xu, Y. AI innovation.

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 *Strategy Science*
 Management Science
 Journal of Management
 Journal of Management Studies
 Global Strategy Journal
 Advances in Strategic Management

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| | <i>Frontiers in Psychology</i> |
| 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 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 |
| Conference Committee Member | Chinese Management Scholar Conference (CMSC) (2021-Present) 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 International Association for Chinese Management Research Conference |

Fellowships and Honors

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| 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 (2007-2011) |
| Graduation Distinction | Zhejiang University (2005 & 2007) |
| First Prize of Excellent Scholarship | Zhejiang University (2001-2006) |

Grants and Funded Research

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| 2025 Spring | \$20,000 – Eller College of Management Research Data 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 |

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| 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 |
| 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 |

Recent Teaching

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

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

Strategic Management: Doctoral seminar (633/634)

- Fall 2020, Spring 2023, Fall 2024, Eller College of Management, University of Arizona (overall evaluation 5/5)

Strategic Management: Undergraduate level (471)

- 2020 Spring, Spring 2022, Spring 2023, Spring 2024, Fall 2024, Eller College of Management, University of Arizona (overall evaluation 4.9-4.96/5)

Recent Professional Development Workshops

1. “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.
2. STR Junior Faculty Paper Development Workshop (2025, July). Panelist. The 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.
3. 2025 BYU Winter Strategy Conference (2025, February). Discussant. Utah.
4. “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.
5. “Past, Present, and Future of A Behavioral Theory of the Firm: Multiple Goals in Firm Behavior.” (2024, August). Facilitator. The 84th Annual Meeting of the Academy of Management, Chicago, Illinois.
6. “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.
7. “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.

8. “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.
9. “Past, Present, and Future of A Behavioral Theory of the Firm: Multiple Goals in Firm Behavior.” (2023, August). Facilitator. The 83rd Annual Meeting of the Academy of Management, Boston, MA.
10. Macro-Track Junior Faculty Consortium. (2023, June). Panelist. IACMR 2023 Conference, Hong Kong.
11. “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.
12. “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, Seattle, WA.
13. “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>

Invited Seminar Talks

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

1. 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 to be presented at the 45th Annual Conference of Strategic Management Society, San Francisco, California.
2. Cheon, W., & **Hu, S.** (2025, October). Navigating problemistic search: The role of organizational and managerial experiences. Paper to be presented at the 45th Annual Conference of Strategic Management Society, San Francisco, California.
3. **Hu, S.** (2025, July). “Reimagining context in decision-making. Paper presented at the 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.
4. 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.

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 Organization Science Winter Conference, Los Angeles, California.
6. **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.
7. 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.
8. 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.
9. **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.
10. Ref, O., **Hu, S.**, Milyavsky, M., Feldman, N.E., & Shapira, Z. (2022, December). Motivation and ability: Unpacking underperforming firms' risk-taking. Paper presented at the 9th Israel Strategy Conference. Israel.