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Leeds School of Business
University of Colorado
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Boulder, CO 80309-0419
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Academic Positions

Leeds School of Business, University of Colorado, 2007-2016, 2017-Present
Chair, Division of Strategy, Entrepreneurship & Operations, 07/2020-2021, 07/2023-Present
Senior Associate Dean for Faculty and Research, 01/2022-06/2023
Guggenheim Endowed Chair of Business Design & Innovation, Dean's Faculty Fellow
Assistant, Associate, to Full Professor of Strategy & Entrepreneurship
Affiliated Faculty, Deming Center for Entrepreneurship

Krannert School of Management, Purdue University, 2016-2017
Full Professor (with tenure), CSTC Fellow
Director, Center for the Study of Technology Commercialization

School of Management, State University of New York at Buffalo, 2004-2007
Assistant Professor

Education

Fisher College of Business, The Ohio State University (OSU), USA
Ph.D. (Business Administration), 2004
Major: Strategic Management
Minor: Microeconomics (OSU Dept. of Economics)

NUS Business School, National University of Singapore (NUS), Singapore
M.S. (Management), 2001

Shanghai Institute of Foreign Trade, China
B.A. (Economics), 1995

Research Interests

Knowledge/resource-based view, organizational economics, real options
Corporate strategy: Interfirm relations, M&As, platforms, MNEs, firm boundaries
Innovation: Patents, IPRs, digital innovation, AI, open source
Entrepreneurship: Technology entrepreneurship, venture capital, startup process
Globalization: Multinational investment, market entry/exit, emerging economies, catch-up

Teaching Interests

BBA, MBA, Executives: Strategic Management, Global Strategy, Innovation & Tech Strategy, Competitive Strategy, Corporate Strategy

Ph.D. Seminars: Strategic Management, Innovation & Technology Management, Entrepreneurship, International Business, Classics in Management

Government Research Awards

2017 *National Science Foundation* Award (PI)

2014 *National Science Foundation* Award (PI)

2014-present: *Department of Energy* Awards (Commercialization T2M Lead)

Refereed Journal Articles

54. Han, N., Zhang, Y., Tong, T.W. 2024. Appropriability risk and knowledge search on digital platforms. *Research Policy*, 53: 105028.

53. Chintakananda, A., McIntyre, D., & Tong, T.W. 2024. Real options: Connecting with other perspectives and exploring new frontiers. *Academy of Management Perspectives*.
<https://doi.org/10.5465/amp.2022.0086>

52. Prud'homme, D., & Tong, T.W. 2024. Rethinking firm-specific advantages from intellectual property rights: Boundary conditions for MNEs. *Journal of International Business Studies*, 55: 91-109.

51. Xiao, Y. Han, N., Li, R., Ran, H., Zhou, S., & Tong, T.W. 2024. Trademarks and firm market value: Evidence from new trademark-firm linked data in China. *Research Policy*, 53(2): 104941.

50. Han, N., & Tong, T.W. 2024. The role of knowledge resources in Penrose's *The Theory of the Growth of the Firm*: An IPR perspective. *Strategic Management Review*, 5(1-2): 125-147.

49. Zhang, J., Li, X., & Tong, T.W. 2024. A tale of two types of standard setting: Evidence from artificial intelligence. *Journal of Management*, 50(4): 1393-1423.

48. Zhao, J., Zhu, L., He, W., & Tong, T.W. 2024. Isolating the effect of social risk on MNEs' CSR reporting. *Management & Organization Review*, 20(3): 425-465.

47. Li, Z., Tong, T.W., & Xu, M. 2023. Property rights and firm scope. *Journal of Management*.
<https://doi.org/10.1177/01492063231195595>

46. Zhang, Y., Li, J., & Tong, T.W. 2022. Platform governance matters: How platform governance affects knowledge sharing among complementors. *Strategic Management Journal*, 43: 599-626.

45. Chen, L., Tong, T.W., Tang, S., & Han, N. 2022. Governance and design of digital platforms: A review and future research directions on a meta-organization. *Journal of Management (Review Special Issue)*, 48(1): 147-184.

44. Chen, L., Yi, J., Li, S., & Tong, T.W. 2022. Platform governance design in business ecosystems: Implications for complementors' multihoming decision. *Journal of Management*, 48(3): 630-656.
43. He, W., Tong, T.W., & Xu, M. 2022. How property rights matter to firm resource investment. *Organization Science*, 33(1): 293-310.
42. Li, D., Tong, T.W., Xiao, Y., & Zhang, F. 2022. Terrorism-induced uncertainty and firm R&D investment: A real options view. *Journal of International Business Studies*, 53(2): 255-267.
41. Zhong, W., Ma, Z., Tong, T.W., Zhang, Y., & Xie, L. 2021. Customer concentration, executive attention, and firm search behavior. *Academy of Management Journal*, 64(5): 1625-1647.
40. Zhang, Y., & Tong, T.W. 2021. How vertical integration affects firm innovation: Quasi-experimental evidence. *Organization Science*, 32(2): 455-479.
– *Winner of the 2014 Robert J. Litschert Best Paper Award of the Academy of Management*
39. Prud'homme, D., Tong, T.W., & Han, N. 2021. A stakeholder-based view of the evolution of intellectual property institutions. *Journal of International Business Studies*, 52(4): 773-802.
38. Poleacovschi, C., Javernick-Will, A., Wang, S., & Tong, T.W. 2021. Gendered knowledge accessibility: Evaluating the role of gender in knowledge seeking among engineers. *Journal of Management in Engineering*, 37(1): 04020094.
– *Winner of the 2021 JME Best Paper of the Year Award*
– *Project funded by the NSF*
37. Xiao, Y., Ran, H., Tong, T.W., & Kang, K. 2021. Defense or hoarding? The relationship between trademark portfolios and firm performance. *Management World (管理世界)*, 10: 214-225.
36. Liu, J., Tong, T.W., & Sinfield, J. 2021. Toward a resilient complex adaptive system view of business models. *Long Range Planning*, 54(3): 102030.
35. Guzik, K., Sesay, A., Oh, O., Ramirez, R., & Tong, T.W. 2021. Making the material routine: A sociomaterial study of the relationship between police body worn cameras (BWCs) and organizational routines. *Policing & Society*, 31(1): 100-115.
– *Project funded by the NSF*
34. Belderbos, R., Tong, T.W., & Wu, S. 2020. Portfolio configuration and foreign entry decisions: Juxtaposition of real options and risk diversification theories. *Strategic Management Journal*, 41(7): 1191-1209.
33. He, W., He, Z.-L., & Tong, T.W. 2020. Ownership change and firm innovation. *Strategy Science*, 5(1): 17-38.
32. Belderbos, R., Tong, T.W., & Wu, S. 2019. Multinational investment and the value of growth options: Alignment of incremental strategy to environmental uncertainty. *Strategic Management Journal*, 40(1): 127-152.
31. Poleacovschi, C., Javernick-Will, A., Tong, T.W., Wanberg, J. 2019. The effect of control systems on the accessibility of tacit and codified knowledge. *Journal of Construction Engineering and Management*, 145(2): 04018128.

– *Project funded by the NSF*

30. Younge, K.A., & Tong, T.W. 2018. Competitive pressure on the rate and scope of innovation. *Journal of Economic Behavior & Organization*, 150: 162-181.
29. Tong, T.W., Zhang, K., He, Z.-L., & Zhang, Y. 2018. What determines the duration of patent examination in China? *Research Policy*, 47(3): 583-591.
28. He, Z.-L., Tong, T.W., Zhang, Y., & He, W. 2018. Constructing a Chinese patent database of listed firms in China: Descriptions, lessons, and insights. *Journal of Economics & Management Strategy*, 27(3): 579-606.
27. He, Z.-L., Tong, T.W., Zhang, Y., & He, W. 2018. A database linking Chinese patents to China's Census firms. *Nature: Scientific Data*, 5:180042. DOI: 10.1038/sdata.2018.42
26. Xia, J., Ma, X., Tong, T.W., & Li, W. 2018. Network information and cross-border M&A activities. *Global Strategy Journal*, 8(2): 301-323.
25. Poleacovschi, C., Javernick-Will, A., & Tong, T.W. 2017. The link between knowledge sharing connections and employee time savings: A social network analysis. *Construction Management and Economics*, 35(8-9): 455-467.
 - *Winner of the Best Academic Poster Award of the 2015 Construction Industry Institute Conference*
 - *Project funded by the NSF*
24. Younge, K.A., Tong, T.W., & Fleming, L. 2015. How anticipated employee mobility affects acquisition likelihood: Evidence from a natural experiment. *Strategic Management Journal*, 36(5): 686-708.
 - *Winner of the 2011 Strategic Management Society Best Paper Prize*
23. Tong, T.W., Reuer, J.J., Tyler, B.B., & Zhang, S. 2015. Host country executives' assessments of international joint ventures and divestitures: An experimental approach. *Strategic Management Journal*, 36(2): 254-275.
22. Belderbos, R., Tong, T.W., & Wu, S. 2014. Multinationality and downside risk: The roles of option portfolio and organization. *Strategic Management Journal*, 35(1): 88-106.
21. Tong, T.W., & Li, S. 2013. The assignment of call option rights between partners in international joint ventures. *Strategic Management Journal*, 34(10): 1232-1243.
20. Reuer, J.J., Tong, T.W., Tyler, B.B., & Ariño, A. 2013. Executive preferences for governance modes and exchange partners: An information economics perspective. *Strategic Management Journal*, 34(9): 1104-1122.
19. Ma, X., Tong, T.W., & Fitza, M. 2013. How much does subnational region matter to foreign subsidiary performance? Evidence from *Fortune* Global 500 Corporations' investment in China. *Journal of International Business Studies*, 44(1): 66-87.
18. Alessandri, T., Tong, T.W., & Reuer, J.J. 2012. Firm heterogeneity in growth option value: The role of managerial incentives. *Strategic Management Journal*, 33(13): 1557-1566.
17. Reuer, J.J., Tong, T.W., & Wu, C.-W. 2012. A signaling theory of acquisition premiums: Evidence from IPO targets. *Academy of Management Journal*, 55(3): 667-683.
16. Reuer, J.J., Tyler, B.B., Tong, T.W., & Wu, C.-W. 2012. Executives' assessments of international joint ventures in China: A multi-theoretical investigation. *Management and Organization Review*, 8(2): 311-340.

15. Tong, T.W., & Li, Y. 2011. Real options and investment mode: Evidence from corporate venture capital and acquisition. *Organization Science*, 22(3): 659-674.
14. Tong, T.W., & Reuer, J.J. 2010. Competitive consequences of interfirm collaboration: How joint ventures shape industry profitability. *Journal of International Business Studies*, 41(6): 1056-1073.
13. Reuer, J.J., & Tong, T.W. 2010. Discovering valuable growth opportunities: An analysis of equity alliances with IPO firms. *Organization Science*, 21(1): 202-215.
12. Wang, S., Tong, T.W., Chen, G., & Kim, H. 2009. Expatriate utilization and foreign direct investment performance: The mediating role of knowledge transfer. *Journal of Management*, 35(5): 1181-1206.
11. Tong, T.W., Reuer, J.J., & Peng, M.W. 2008. International joint ventures and the value of growth options. *Academy of Management Journal*, 51(5): 1014-1029.
10. Tong, T.W., Alessandri, T.M., Reuer, J.J., & Chintakananda, A. 2008. How much does country matter? An analysis of firms' growth options. *Journal of International Business Studies*, 39(3): 387-405.
9. Tong, T.W., & Li, J. 2008. Real options and MNE strategies in Asia Pacific. *Asia Pacific Journal of Management*, 25(1): 153-169.
8. Tong, T.W., & Reuer, J.J. 2007. Real options in multinational corporations: Organizational challenges and risk implications. *Journal of International Business Studies*, 38(2): 215-230.
7. Reuer, J.J., & Tong, T.W. 2007. Corporate investments and growth options. *Managerial and Decision Economics*, 28(8): 863-877.
6. Tong, T.W., & Reuer, J.J. 2007. Real options in strategic management. *Advances in Strategic Management*, 24: 1-28. (Lead Article)
5. Reuer, J.J., & Tong, T.W. 2007. How do real options matter? Empirical research on strategic investments and firm performance. *Advances in Strategic Management*, 24: 145-173.
4. Tong, T.W., & Reuer, J.J. 2006. Firm and industry influences on the value of growth options. *Strategic Organization*, 4(1): 71-95.
3. Reuer, J.J., & Tong, T.W. 2005. Real options in international joint ventures. *Journal of Management*, 31(3): 403-423.
2. Peng, M.W., Tan, J.J., & Tong, T.W. 2004. Ownership types and strategic groups in an emerging economy. *Journal of Management Studies*, 41(7): 1105-1129.
1. Wang, P., Tong, T.W., & Koh, C.-P. 2004. An integrated model of knowledge transfer from MNC parent to China subsidiary. *Journal of World Business*, 39(2): 168-182.

Practitioner Articles

4. Prud'homme, D., Chen, G., & Tong, T.W. 2023. Are super-apps coming to the U.S. market? *Harvard Business Review*.
3. Li, D., Tong, T.W., & Xiao, Y. 2021. Is China emerging as the global leader in AI? *Harvard Business Review*.

2. Tong, T.W., Guo, Y., & Chen, L. 2021. How Xiaomi redefined what it means to be a platform. *Harvard Business Review*.
1. Prud'homme, D., Zhao, X., & Tong, T.W. 2020. The new “wanghong” economy: Strategically engaging with China’s relational digital ecosystem. *California Management Review*.

Trade Book

1. Tong, T.W., & Du, Y. 2021. *Value Circles: Strategy in a VUCA World*. Machine Industry Press, Beijing, China.

Research Book

1. Reuer, J.J., & Tong, T.W. (Eds.) 2007. *Real Options Theory – Advances in Strategic Management*, Volume 24. Greenwich, CT: Elsevier.

Research Book Chapters

4. Li, J., & Tong, T.W. 2007. Real options theory and international strategic management. In Tallman, S. (Ed.) *A New Generation in International Strategic Management*: 100-117. Cheltenham, U.K.: Edward Elgar.
3. Tong, T.W., & Reuer, J.J. 2004. Growth option value implications of international joint ventures. In Trick, M.A. (Ed.) *Global Corporate Evolution*: 81-95. Pittsburgh, PA: Carnegie Mellon University Press.
2. Reuer, J.J., & Tong, T.W. 2004. Multinational investment and organizational risk: A real options approach. In Ariño, A., Ghemawat, P., & Ricart, J.E. (Eds.) *Creating Value through Global Strategy*: 165-177. London: Palgrave Macmillan.
1. Barney, J.B., & Tong, T.W. 2004. Building versus acquiring resources: Analysis and application to learning theory. In Ghobadian, A. et al. (Eds.) *Strategy and Performance: Achieving Competitive Advantage in the Global Marketplace*: 57-81. London: Palgrave Macmillan.

Teaching Cases and Notes

13. *Ant Financial and Tencent: A tale of two FinTech unicorns*. Case. Available at *Harvard Business Publishing* and *The Case Center*. 2020.
12. *Ant Financial and Tencent: A tale of two FinTech unicorns*. Teaching Note. Available at *Harvard Business Publishing* and *The Case Center*. 2020.
11. *Racing into the 5G era*. Case. Available at *Harvard Business Publishing* and *The Case Center*. 2020.
10. *Racing into the 5G era*. Teaching Note. Available at *Harvard Business Publishing* and *The Case Center*. 2020.
9. *China’s “Furious Five” Smartphones: Huawei, Xiaomi, Oppo/Vivo and Lenovo – Strategies and Origins*. Case. Available at *Harvard Business Publishing* and *The Case Center*. 2018.

8. *China's "Furious Five" Smartphones: Huawei, Xiaomi, Oppo/Vivo and Lenovo – Strategies and Origins*. Teaching Note. Available at *Harvard Business Publishing and The Case Center*. 2018.
7. *A dark horse in the global smartphone market: Huawei's smartphone strategy*. Case. Available at *Harvard Business Publishing and The Case Center*. 2017. "Bestseller" case on HBSP.
6. *A dark horse in the global smartphone market: Huawei's smartphone strategy*. Teaching Note. Available at *Harvard Business Publishing and The Case Center*. 2017. "Bestseller" case on HBSP.
5. *A dark horse in the global smartphone market: Huawei's smartphone strategy (Chinese version)*. Case. Available at *The Case Center*. 2017.
4. *Uber versus Didi: The race for China's ride-hailing market*. Case. Available at *Harvard Business Publishing and The Case Center*. 2016. "Bestseller" case on HBSP.
3. *Uber versus Didi: The race for China's ride-hailing market*. Teaching Note. Available at *Harvard Business Publishing and The Case Center*. 2016. "Bestseller" case on HBSP.
2. *Uber versus Didi: The race for China's ride-hailing market (Chinese version)*. Case. Available at *The Case Center*. 2016.
1. *How Anheuser-Busch creates shareholder wealth through alliances*. In Peng, M.W. *Global Strategy*, Chapter 7. Cincinnati, OH: Thomson South-Western. 2005.

Database Developed

Chinese Patent Data Project

<https://sites.google.com/site/sipopdb> (*Chinese Patent Data Project*)

<https://dataverse.harvard.edu/dataverse/cpdp> (*Harvard Dataverse*)

SIPO patents matched to listed firms in China. User documentation: "*Chinese patent database user documentation: Matching SIPO patents to Chinese listed companies and subsidiaries*" (with Z.-L. He, W. He, Y. Zhang, J. Lu).

SIPO patents matched to Annual Survey of Industrial Enterprises (ASIE) firms. User documentation: "*Matching SIPO patents to firms in China's Annual Survey of Industrial Enterprises 1998-2009*" (with Z.-L. He, Y. Zhang, W. He).

Teaching Experience

University of Colorado:

Core Strategy (Full-Time MBA, Evening MBA, Executive MBA)

Global Strategy (Evening MBA, Hybrid MBA)

International Business & Strategy (Hybrid MBA)

Entrepreneurship through Acquisition (MBA)

Strategic Management (Undergraduate)

Senior Seminar (Undergraduate)

Ph.D. Seminars: Strategic Management, Innovation & Technology Management,
Entrepreneurship, Classics in Management

Purdue University:

Core Strategy (STEM MBA, Full-Time MBA)

Ph.D. Seminars: Strategic Management, Innovation & Technology Management

CKGSB:

Global Strategy (Full-Time MBA, Weekend EMBA)

Managing Global Innovation (EE)

State University of New York at Buffalo:

Strategic Management (Undergraduate)

The Ohio State University:

Business Policy (Undergraduate)

International Business (Undergraduate)

Professional Activities

Professional Affiliations:

Academy of Management (AOM)

Strategic Management Society (SMS)

Academy of International Business (AIB)

International Association for Chinese Management Research (IACMR)

Leadership Roles:

2024 Board Member, *Strategy Science* Chapter, INFORMS

2022 Chairperson, Corporate Strategy IG, Strategic Management Society

2022 Executive Committee, Election Subcommittee (2022-2023), STR Division, AOM

2021 Program Chair, Corporate Strategy IG, Strategic Management Society

2021 Executive Committee, Teaching Subcommittee (2021-2022), STR Division, AOM

2020 Associate Program Chair, Corporate Strategy IG, Strategic Management Society

Professional Services:

- 2024 Senior Faculty Advisor, SMS Doctoral Workshop, SMS Conference
- 2024 At Large Delegate, *Utah Strategy Summit*, University of Utah
- 2024 Senior Faculty Advisor, “*STR Managing Your Dissertation Workshop*”, STR Division, AOM Conference (**Wiley Blackwell Award for Outstanding Dissertation Research** Winner and Finalists of 2023 AOM)
- 2024 Co-organizer, PDW on “*New Frontiers in Open Source: Implications for Strategy and Organization Research*”, AOM Conference
- 2024 Panelist, Annual Patent PDW on “*Advances in Patent Research: Data, Tools, and Results*”, AOM Conference
- 2024 Panelist, Symposium on “*Algorithmic Technologies and Bounded Rationality*”, STR Division, AOM Conference
- 2024 Discussant, 11th Global Entrepreneurship and Innovation Research Conference, Leeds School of Business, University of Colorado
- 2024 Panelist, Panel on “*Strategy in new age: The effects of digitalization, deglobalization, and polarization.*” Strategy Science Conference
- 2024 Senior Faculty Advisor, CCC Conference, Washington University in St. Louis
- 2023 Panelist, Panel on “*Open Source Software and Organizations*”, SMS Extension on Open Source at NYU
- 2023 Panelist, PDW on “*Fundamental Questions in Digital Strategy*”, STR Division, AOM Conference
- 2023 Senior Faculty Advisor, “*STR Managing Your Dissertation Workshop*”, STR Division, AOM Conference (**Wiley Blackwell Award for Outstanding Dissertation Research** Winner and Finalists of 2022 AOM)
- 2023 Panelist, Panel on *Ph.D. Mentoring*, Chinese Management Scholars Community (CMSC)
- 2023 Senior Faculty Advisor, STR Division Doctoral Consortium, AOM
- 2023 Senior Faculty Advisor, IM Division Junior Faculty Consortium, AOM
- 2022 Search Committee for Co-editor for *Strategic Entrepreneurship Journal*
- 2022 Speaker, “*Competition and Governance in Platforms*”, SMS Cooperative Strategies Interest Group on Academic-Practitioner Dialogues
- 2022 Participant, “*JEMS Special Conference on The Business Revolution of Digital Transformation*”, USC Marshall School of Business
- 2022 Panelist, “*Expert Perspectives on Conducting Experiments in Strategic Management*”, Symposium, AOM
- 2022 Panelist, “*From Digital Economy to Digital Civilization: Exploring a Full Landscape of Digital Transformation*”, Symposium, AOM
- 2022 Moderator, Corporate Strategy Masterclass “*Theories of the Firm*”, Strategic Management Society
- 2021 Host, ABC Roundtable on “*Digital Business*”, SMS Conference

- 2021 Senior Faculty Advisor, CMSC Doctoral Student Workshop, CMSC
- 2021 Speaker, “*How Do Platform Companies Orchestrate Digital Ecosystems?*”, CICALICS
- 2021 Speaker, “*Patents as Pipes and Prisms*”, Research Seminar Series, IACMR
- 2021 Panelist, Symposium on “*Platform Economy: Competition, Governance, and Ecosystem*”, IACMR Conference
- 2021 Senior Faculty Advisor, *Global Strategy Journal* Workshop for Junior Scholars, IACMR Conference
- 2021 Panelist, PDW on “*Integrating Practice with Research*”, IACMR Conference
- 2021 Senior Faculty Advisor, “*Junior Faculty Consortium*”, IACMR Conference
- 2020 Senior Faculty Advisor, SMS Doctoral Workshop, SMS Conference
- 2020 Organizer, Panel “*Corporate Strategy of Platform-based Businesses: Scale, Scope, and Organization*”, SMS Conference
- 2020 Discussant, “*Thirteenth Annual Conference on Innovation Economics*”, Northwestern University Searle Center on Law, Business, and Economics
- 2020 Senior Faculty, STRonger Together Coffee Wish, AOM
- 2020 Panelist, Symposium on “*Interfirm Relations and Innovation*”, AOM Conference
- 2019 Senior Faculty Advisor, SMS Doctoral Workshop, SMS Conference
- 2019 Panelist, Symposium on “*Managing Uncertainty: Tensions and Opportunities in Our Theories*”, AOM Conference
- 2019 Panelist, Symposium on “*Innovation and Entrepreneurship among Chinese firms*”, AOM Conference
- 2018 Panelist, “*New Directions for IJV and ISA Research*”, AOM Conference
- 2018 Senior Faculty Advisor, “*Junior Faculty Consortium*”, IACMR Conference
- 2018 Senior Faculty Advisor, “*Doctoral Consortium*”, IACMR Conference
- 2018 Panelist, “*Intellectual Property and Innovation Strategy Symposium*”, IACMR Conference
- 2017 Discussant, “*Searle Center Roundtable on Patents & Technology Standards*”, Northwestern University Searle Center
- 2017 William H. Newman Award Committee, Academy of Management
- 2016 Discussant, “*Searle Center Roundtable on Patents & Technology Standards*”, Northwestern University Searle Center
- 2016 Best Dissertation Award Committee, Business Policy & Strategy Division, Academy of Management
- 2016 Organizer, Annual Patent PDW on “*Advances in Patent Research: Data, Tools, and Results*”, AOM Conference
- 2016 Program Track Chair, “*Global Strategy, Alliances, Acquisitions, & Competitiveness*” Track, AIB Conference on Global Innovation, New Orleans, LA

- 2015 Forum Chair, “*Patent Monetization Business Models*” Forum, 6th Patent Information Annual Conference, Beijing, China
- 2015 Participant and Discussant, NSF Workshop on the *Science of Organizations*, Purdue University
- 2015 Chair, Session on “*Strategic Patenting*”, SMS Conference
- 2015 Appointed to the Business Policy and Strategy (BPS) Division Research Committee, Academy of Management (2015-2017)
- 2015 Senior Faculty Advisor, “*BPS Junior Faculty Consortium*”, AOM Conference
- 2015 Organizer, Annual Patent PDW on “*Advances in Patent Research: Data, Tools, and Results*”, AOM Conference
- 2014 Program Track Chair, “*Innovation and Strategic Renewal*” Track, BPS Division, AOM Conference
- 2014 Senior Faculty Advisor, “*BPS Managing Your Dissertation Workshop*”, BPS Division, AOM Conference
- 2014 Panelist, “*Symposium on Innovation and Entrepreneurship in China*”, AOM Conference
- 2014 Organizer, Annual Patent PDW on “*Advances in Patent Research: Data, Tools, and Results*”, AOM Conference
- 2013 Panelist, “*Paper Development Workshop and Panel on Future Research Opportunities*”, Cooperative Strategies and Knowledge and Innovation Interest Groups, SMS Conference
- 2013 Panelist, “*Real Options and Entrepreneurship: What Questions Can We Ask?*” Entrepreneurship Interest Group, SMS Conference
- 2012 Discussion Leader, “*Research Forum for Chinese Management Scholars*”, CMSC
- 2011 Participant, “*Workshop on Innovation and Patent Harmonization*”, Boston University
- 2011 Coach/Discussant, Session on “*Firm Scope and Performance*”, AOM Conference
- 2010 Organizer, Professional Development Workshop on “*Multiple Corporate Development Modes: Choice, Intertemporal Relationships, and Performance*”, AOM Conference
- 2010 Chair, Session on “*Knowledge: Getting it, Using it, and Passing it on*”, AOM Conference
- 2010 Faculty Advisor, *Management and Organization Review* Workshop, IACMR Conference
- 2009 Chair, Session on “*The Influence of Uncertainty on Investment Behavior of Firms*”, SMS Conference
- 2009 Chair, Session on “*Market Conditions and Firm Internationalization*”, SMS Conference
- 2009 Chair, Session on “*Learning, Experience, and Alliance Success*”, AIB Conference

- 2008 Representative-at-Large, Global Strategy Interest Group, Strategic Management Society
- 2008 Organizer, Panel on “*Real Options and International Investment*”, AIB Conference
- 2007 Chair, Session on “*Corporate Entrepreneurship*”, SMS Conference
- 2006 Coorganizer, “*Real Options in Entrepreneurship and Strategy*” Conference, University of North Carolina at Chapel Hill
- 2006 Organizer, Panel on “*The Value of Strategic Flexibility*”, Competitive Strategy Interest Group, SMS Conference
- 2006 Panelist, Professional Development Workshop on “*Empirically Investigating Real Options*”, AOM Conference
- 2006 Panelist, Panel on “*Academic Job Search*”, Sponsored by the International Association for Chinese Management Research, AOM Conference
- 2005 Panelist, Panel on “*Strategic Alliances and Organizational Governance*”, Corporate Strategy and Governance Interest Group, SMS Conference
- 2005 Discussant, Session on “*Alliances, Acquisitions, and Learning*”, AIB Conference
- 2005 Facilitator, Interactive Paper Session on “*Strategy and Performance*”, AOM Conference
- 2003 Chair, Session on “*Real Options and Growth in Alliances*”, Fisher Conference on Strategic Alliances, The Ohio State University

Presentations at Refereed International Conferences: (omitted)

Special Issue Editor:

Advances in Strategic Management (2007, Vol. 24)

Senior Editor:

Management & Organization Review (2021-2024)

Consulting Editor:

Journal of International Business Studies (2023)

Editorial Board Member:

Academy of Management Journal
Asia Pacific Journal of Management
Global Strategy Journal (current)
Journal of International Business Studies (current)
Journal of Management
Organization Science (current)
Strategic Entrepreneurship Journal (current)
Strategic Management Journal (current)

Strategic Organization
Strategy Science (current)

Ad hoc Reviewing for Journals:

Academy of Management Journal
Academy of Management Perspectives
Academy of Management Review
Administrative Science Quarterly
Asia Pacific Journal of Management
British Journal of Management
California Management Review
Entrepreneurship Theory & Practice
Financial Management
International Business Review
International Journal of Management Reviews
Journal of Business Research
Journal of Business Venturing
Journal of Economics & Management Strategy
Journal of Empirical Legal Studies
Journal of International Management
Journal of Management
Journal of Management Studies
Journal of Strategy and Management
Journal of World Business
Long Range Planning
Managerial and Decision Economics
Management and Organization Review
Management Science
Nature Scientific Data
Organization Studies
Oxford Research Encyclopedia of Business and Management
PLOS ONE
Research Policy
Science
Strategic Organization
Strategy Science

Ad hoc Reviewing for Book Publishers:

De Gruyter
Routledge
Southwestern Publishing
Stanford University Press

Reviewing for Conferences:

Academy of International Business (AIB) Conference

Academy of Management (AOM) Conference (BPS/STR, ENT, IM, TIM)
Babson College Entrepreneurship Research Conference (BCERC)
Construction Research Congress Conference
International Association for Chinese Management Research (IACMR) Conference
Southern Management Association (SMA) Conference
Strategic Management Society (SMS) International Conference
Strategic Management Society (SMS) Special Conference
Strategy Research Foundation (SFR), Strategic Management Society (SMS)
Sustainability, Ethics, and Entrepreneurship (SEE) Conference (Advisory Board)

Reviewing for Grants and Awards:

National Science Foundation (NSF)
German Academic Association for Business Research Award
Research Grants Council of Hong Kong (RGC)
Responsible Research in Business & Management Award, RRBM

Doctoral Dissertation Supervision

Advisor: Shaoqing Tang, Leeds School of Business, University of Colorado, Spring 2026 (expected)

Advisor: Yuping Li, Leeds School of Business, University of Colorado, Spring 2025 (expected)

Committee member: Hyewon Ma (placement: Indiana University Bloomington), University of Illinois at Urbana Champaign, 2024

Committee member: Jing Deng (placement: Georgetown University / Arizona State University, Visiting Assistant Professor), Leeds School of Business, University of Colorado, 2024

Committee member: Eric Jun Xu (placement: postdoc at Hong Kong Polytechnic University), University of California Riverside, 2024

Committee member: Huiyi Litan (placement: postdoc at Stockholm School of Economics), Tsinghua University, 2024

Advisor: Nianchen Han (placement: Nanyang Technological University), Leeds School of Business, University of Colorado, 2023

✓ ***Finalist of the Wiley Blackwell Award for Outstanding Dissertation Research***, STR Division, 2023 AOM Conference, for dissertation “*How Value Appropriation Concerns Affect Knowledge Development Decisions*”

Coadvisor: Anpu Mahalingam (placement: University of Utah / Syracuse University), Krannert School of Management, Purdue University, 2021

✓ ***Winner of the Wiley Blackwell Award for Outstanding Dissertation Research***, STR Division, 2022 AOM Conference, for dissertation “*Corporate Strategies of Digital Organizations*”

Coadvisor: Mingtao Xu (placement: Louisiana State University / Tsinghua University), Krannert School of Management, Purdue University, 2020

Committee member: Harsha Tadikonda (placement: Indian School of Business), Leeds School of Business, University of Colorado, 2020

Committee member: Moonsik Shin (placement: postdoc at University of Florida), Krannert School of Management, Purdue University, 2020

Committee member: Jucun Liu (placement: industry), Lyles School of Civil Engineering, College of Engineering, Purdue University, 2020

Committee member: Kun Zhang (placement: Peking University / HKUST), Leeds School of Business, University of Colorado, 2019

Coadvisor: Francisco Morales (placement: Universidad Diego Portales, Chile), Leeds School of Business, University of Colorado, 2019

Committee member: Hong Zhang (placement: Wuhan University, China), Guanghua School of Management, Peking University, 2019

Committee member: Joonhyung Bae (placement: Ulsan National Institute of Science and Technology, Korea), Krannert School of Management, Purdue University, 2018

Committee member: Cristina Poleacovshi (placement: Iowa State University), College of Engineering and Applied Science, University of Colorado, 2017

Advisor: Yuchen Zhang (placement: Tulane University), Leeds School of Business, University of Colorado, 2016

✓ **Winner of the Robert J. Litschert Best Paper by Doctoral Students Award** (for paper based on dissertation), Business Policy and Strategy Division, 2014 AOM Conference

Coadvisor: Wenlong He (placement: University of International Business & Economics, China), Guanghua School of Management, Peking University, 2015

Committee member: Sid Vedula (placement: Babson College; now at Technical University of Munich), Leeds School of Business, University of Colorado, 2015

Committee member: Joris Kil (placement: postdoc at Erasmus University), Erasmus School of Economics, Erasmus University Rotterdam, 2013

Committee member: Rick Hunt (now at Virginia Tech), Leeds School of Business, University of Colorado, 2013

✓ **Winner of the National Federation of Independent Business (NFIB) Doctoral Dissertation Award**, Entrepreneurship Division, 2014 AOM Conference

Advisor: Ken Younge (now at École Polytechnique Fédérale de Lausanne – EPFL), Leeds School of Business, University of Colorado, 2012

✓ **Winner of the Wiley-Blackwell Outstanding Dissertation Award**, Business Policy and Strategy Division, 2013 AOM Conference, for dissertation “*Employee Mobility and the Appropriation of Value from Knowledge*”

✓ **Winner of the Strategic Management Society Best Conference Paper Prize** (for paper based on dissertation), 2011 SMS Conference

Committee member: Shubin Wu (now at University of Liverpool), Department of Managerial Economics, Strategy, and Innovation, Katholieke Universiteit Leuven, Belgium, 2011

Committee member: Markus Fitza (now at Frankfurt School of Finance & Management), Leeds School of Business, University of Colorado, 2010

✓ **Finalist of the Wiley-Blackwell Outstanding Dissertation Award**, Business Policy and Strategy Division, 2011 AOM Conference

Committee member: Tandy Dilworth (placement: industry), Leeds School of Business, University of Colorado, 2010

Committee member: Po-Lu Chen (placement: Tamkang University, Taiwan), Department of Economics, University of Colorado, 2010

Committee member: Desiree Pacheco (placement: Portland State University), Leeds School of Business, University of Colorado, 2009

Committee member: Pingping Song (placement: Georgia Gwinnett College), Robinson College of Business, Georgia State University, 2009

Committee member: Scott Ellis (placement: Clemson University), School of Management, SUNY Buffalo, 2007

✓ *Winner of the 2008 Elwood S. Buffa Doctoral Dissertation Award*, The Decision Sciences Institute

Institutional Services

Chair, Full Professors Committee, Leeds School of Business, 2024-2025

Member, Full Professors Subcommittee on Bylaws and Chairs/Professorships, Leeds School of Business, 2023-2025

Co-Chair, Faculty Staff Community Committee, Leeds School of Business, 2022-2023

Member, Dean Search Committee, Leeds School of Business, University of Colorado, 2022-2023

Member, PUEC for faculty Full Professor Promotion, Leeds School of Business, University of Colorado, 2023, 2019

Chair, PUEC for faculty Full Professor Promotion, Leeds School of Business, University of Colorado, 2021

Chair, Faculty Diversity Action Plan (FDAP) Faculty Search Committee, SEO Division, Leeds School of Business, University of Colorado, 2020

Chair, Master's Programs Curriculum & Policy Committee (MCPC), Leeds School of Business, University of Colorado, 2017-2020

Chair, Faculty Search Committee for Strategy & Entrepreneurship, SEO Division, Leeds School of Business, University of Colorado, 2017-2019

Member, Primary Unit Evaluation Committee for Full Professor Promotion, Leeds School of Business, University of Colorado, 2017-

Member, Division Executive Committee, Division of Strategy, Entrepreneurship, & Operations, Leeds School of Business, University of Colorado, 2017-

Ph.D. Program Director, Strategic Management, Krannert School of Management, Purdue University, 2016-2017

Director, Center for the Study of Technology Commercialization, Krannert School of Management, Purdue University, 2016-2017

Member, Management Policy Committee, Krannert School of Management, Purdue University, 2016-2017

Member, STAR Committee, Krannert School of Management, Purdue University, 2016-2017

Member, Full Professor Committee, Krannert School of Management, Purdue University, 2016-2017

Member, Faculty Tenure and Promotion Committee, Krannert School of Management, Purdue University, 2016-2017

Member, Grand Challenge Committee, University of Colorado, 2015-2016

Member, Primary Unit Evaluation Committee for Faculty Tenure and Promotion, Leeds School of Business, University of Colorado, 2015

Faculty Advisor, Global Business Club, MBA Student Association, Leeds School of Business, University of Colorado, 2013-2016

Ph.D. Program Director, Division of Management & Entrepreneurship (Strategic, Organizational, & Entrepreneurial Studies), Leeds School of Business, University of Colorado, 2013-2016

Member, Doctoral Program Curriculum and Policy Committee, Leeds School of Business, University of Colorado, 2013-2016

Member, Division Executive Committee, Division of Management & Entrepreneurship, Leeds School of Business, University of Colorado, 2011-2014

Member, Entrepreneurship Research Committee, Deming Center for Entrepreneurship, Leeds School of Business, University of Colorado, 2011-2016

Member, Primary Unit Evaluation Committee for Faculty Reappointment, Leeds School of Business, University of Colorado, 2013

Member, Faculty Search Committee, Division of Management & Entrepreneurship, Leeds School of Business, University of Colorado, 2011-2015

Member, Diversity Affairs Committee, Leeds School of Business, University of Colorado, 2010-2013

Coordinator, Distinguished Speaker Seminars, Management & Entrepreneurship Division, Leeds School of Business, University of Colorado, 2008-2011

Member, Teaching and Learning Excellence Committee, Leeds School of Business, University of Colorado, 2008-2010

Member, Undergraduate Program Curriculum and Policy Committee, Leeds School of Business, University of Colorado, 2007-2008

Honors and Awards

2024 **Winner of Best Paper Award** (with H. Litan, K. Rong, D. Zhou), Strategic Management IG, European Academy of Management

2024 **Top-10 Cited Paper** published in *SMJ* in 2022 (with Y. Zhang, J. Li): “Platform governance matters: How platform governance affects knowledge sharing among complementors”

2023 **Best Paper Award** (with S. Tang, Z. Wang), Knowledge & Innovation IG, Strategic Management Society

2023 **Outstanding Faculty Mentor Award for Graduate Students**, Winner, Graduate School, University of Colorado

- 2022 **Joseph L. Frasca Teaching Excellence Award**, Nominee, Leeds School of Business, University of Colorado
- 2022 **Best Paper** (with N. Li), STR Division, Academy of Management
- 2021 **Winner of the 2021 Best Paper of the Year Award** (with C. Poleacovschi, A. Javernick-Will, & W. Wang), *Journal of Management in Engineering*
- 2021 **Winner of the New Venture Challenge (NVC) Impact Prize**, University of Colorado
- 2020 **Conference Best Short Paper** (with D.T. Nguyen, O. Oh, R. Ramirez, and K. Guzik), First Runner-Up, International Conference on Information Systems (ICIS)
- 2020 **Excellence in Leadership Program Fellow**, University of Colorado System
- 2019 **Best Paper in CSR and Sustainability** (with J. Zhao, L. Zhu), Finalist, IMD, Academy of Management
- 2018 **Emerald Best Symposium Award**, Finalist, ITC, Academy of Management
- 2018 **Outstanding Faculty Mentor Award for Graduate Students**, Finalist, Graduate School, University of Colorado
- 2017 **Distinguished Ph.D. Teacher**, Krannert School of Management, Purdue University
- 2017 **Distinguished MBA Teacher**, Krannert School of Management, Purdue University
- 2016 **Distinguished MBA Teacher**, Krannert School of Management, Purdue University
- 2015 **Winner of the Best Academic Poster Award** (with C. Poleacovshi and A. Javernick-Will), Construction Industry Institute
- 2015 **MBA Teaching Excellence Award**, Finalist, MBA class of 2015, Leeds School of Business, University of Colorado
- 2014 **Ph.D. Advisor of the Winner of Wiley-Blackwell Outstanding Dissertation Award** (K. Younge), BPS Division, AOM
- 2014 **AIB/Temple Academy of International Business Best Paper Award** (with R. Belderbos and S. Wu), Finalist, Academy of International Business
- 2013 **MBA Teaching Excellence Award**, Finalist, MBA class of 2013, Leeds School of Business, University of Colorado
- 2011 **Winner of the Strategic Management Society Best Conference Paper Prize** (with K. Younge and L. Fleming), Strategic Management Society
- 2011 **Winner of the IACMR/Emerald Chinese Management Research Fund Award** (with W. He and J. Lu) International Association for Chinese Management Research
- 2007 **Provost's Exceptional Young Scholar Award** for Outstanding Research and Teaching, SUNY Buffalo
- 2005 **Best Reviewer Award**, Academy of International Business
- 2004 **Ph.D. Student Research Award**, CIBER, Fisher College of Business, OSU
- 2003 **Ph.D. Student Research Award**, CIBER, Fisher College of Business, OSU
- 2003 **Commendation Letter for Outstanding Teaching**, Fisher College of Business, OSU
- 2002 **PEGS Dissertation Fellowship**, Fisher College of Business, OSU

2000 *University Fellowship*, Graduate School, OSU

Keynote Speaker / Moderator

- 2024 Keynote Speaker, “*Value Circles: Strategy in a VUCA World*”, Digital Economy Conference, Tsinghua University School of Social Sciences
- 2024 Keynote Speaker, “*Open Source Innovation: Corporate Strategy Implications*”, Global Innovation and IP Conference, China
- 2021 Moderator, “*Fireside with Michael Porter*”, University of Colorado & Harvard University
- 2021 Keynote Speaker, “*How Do Platform Companies Orchestrate a Digital Ecosystem?*”, CICALICS Academy, Globelics
- 2021 Keynote Speaker, Leeds Business Power Breakfast Series “*How Do Platform Companies Orchestrate a Digital Ecosystem*”, University of Colorado
- 2021 Keynote Speaker, “*Value Circles: Strategy in a VUCA World*”, Machine Industry Press, China
- 2020 Keynote Speaker, “*Chinese Entrepreneurs Today*”, China Forum, IACMR
- 2016 Keynote Speaker, “*Patent Flows in and out of China*”, Center U.S.-China Relations, NYU and NYU School of Law
- 2015 Keynote Speaker, “*Non-Practicing Entity as a Patent Market Intermediary: Strategic and Policy Implications*”, State Intellectual Property Office (SIPO), China

Invited Seminars/Presentations

AIEA/NBER, 2023
Carnegie Mellon University, 2003
CBRN, 2024
CEIBS, 2007, 2013, 2024
CKGSB, 2013
Chinese University of Hong Kong, 2009
Colorado State University, 2012
Copenhagen Business School, 2015
Erasmus University Rotterdam, 2010
Florida International University, 2024
Fuzhou University, 2015
George Washington University, 2003, 2017
Harvard Business School, 2010, 2023
Hong Kong University of Science & Technology, 2015
Huazhong University of Science & Technology, 2014
INSEAD, 2004, 2015
Jinan University, 2015
Katholieke Universiteit Leuven (Brussels), 2018
Katholieke Universiteit Leuven (Leuven), 2010, 2018
LMU Munich, 2021
Nanjing University, 2007
Nanyang Technological University, 2019, 2023

NBER Lunch Seminar, 2011
NBER Summer Institute, 2018
National University of Singapore, 2004
New York University Center on U.S.-China Relations / NYU School of Law, 2016
NIDA Business School, 2019
North Carolina State University, 2006
Northwestern University Searle Center, 2015, 2016
Oregon State University, 2024
Peking University GSM, 2014, 2015, 2019
Peking University NSD, 2014, 2019, 2022
Peking University PHBS, 2021
Purdue University, 2016
Queen's University, 2004
Renmin University of China, 2015, 2018, 2019
Rensselaer Polytechnic Institute, 2013
Rice University, 2012
Shanghai University of Finance & Economics, 2011, 2021
Simon Fraser University, 2003, 2024
Singapore Management University, 2004, 2014
Solvay Brussels School of Economics & Management, 2018
Southern Methodist University, 2007
Southwest University, 2024
State University of New York at Buffalo, 2003
Sun Yat-Sen University, 2005, 2018
Temple University, 2003
Texas A&M University, 2006, 2012
The Ohio State University, 2011, 2016
Tilburg University, 2010, 2018
Tongji University, 2022, 2024
Tsinghua University, 2005, 2018
Tulane University, 2024
University of California Berkeley, 2013
University of California Irvine, 2004, 2013
University of California Riverside, 2019
University of Central Florida, 2003
University College London, 2024
University of Colorado Boulder, 2007
University of Connecticut, 2006
University of Electronic Science & Technology of China, 2019
University of Hong Kong, 2014
University of Illinois at Urbana Champaign, 2012
University of International Business & Economics, 2017
University of Maryland, 2006
University of Minnesota, 2007, 2018
University of North Carolina at Chapel Hill, 2006
University of North Carolina at Charlotte, 2004
University of Oregon, 2003
University of Pennsylvania Wharton School Conference, 2014, 2018
University of Pittsburgh, 2003

University of Science & Technology of China, 2019
University of South Carolina, 2019, 2024
University of Texas Dallas, 2007, 2022
VU University Amsterdam, 2010
Waseda University, 2024
Wuhan University, 2014
Xiamen University, 2019
York University, 2003
Zhejiang University, 2014