

Shih-chi Chiu

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EDUCATION

Ph.D.	Trulaske College of Business- University of Missouri -Columbia <i>Major:</i> Strategic Management/Entrepreneurship <i>Minor:</i> Research Methods & Statistics	06/2010 (expected)
M.A.	Telecommunications Management - Michigan State University	08/2000
B.A.	Mass Communications - Tamkang University, Taiwan	06/1998

RESEARCH INTERESTS

Executive turnover in IPO ventures and restructuring firms. Corporate governance transitions. Corporate social performance.

TEACHING INTERESTS

Strategic management. Entrepreneurship. Corporate ethics or social issues. International management.

DISSERTATION (Proposal defended—July 09th. Key data collected)

Title: “The Effects of CEO Succession on Corporate Restructuring and Strategic Change”

Committee: Richard A. Johnson(Chair), Doug Moesel, Karen Schnatterly, John Howe, Robert Hoskisson

Abstract: Drawing from behavioral agency theory, this study examines the effects of CEO succession (established CEOs versus new CEOs) and successor origin (insiders versus outsiders) on the strategic actions of firms undergoing portfolio restructuring. I argue that varied risk preferences by CEOs play a critical role in the firm’s subsequent divestiture intensity as well as the choice of upscoping or downscoping strategy. Specifically, I posit that the occurrence of CEO succession is associated with higher levels of divestiture intensity. However, counter to the conventional assumption regarding the strategic change associated with an outside succession, I argue that inside successors would be associated with more intense divestiture activity within the firm than outside successors due to the fact that they face greater risk to personal wealth and employment. As a result of these different risk propensities, established CEOs and outside successors prefer selling unrelated businesses, but inside successors prefer selling related businesses. Finally, I argue that a more independent board can help reduce a CEO’s ability to select a restructuring strategy with self interests and better protect shareholders’ interests.

PUBLICATION

- **Chiu, S.** & Sharfman, M. P. “Legitimacy, visibility, and the antecedents of corporate social performance: An investigation of instrumental perspective”. *Journal of Management* (in press).
- Johnson, R. A., Schnatterly, K., Johnson, S. & **Chiu, S.** “Institutional investors and institutional environments: A comparative analysis” *Journal of Management Studies* (Conditional acceptance).

OTHER RESEARCH COMPLETED OR IN PROGRESS

Papers under Review

- **Chiu, S.**, Johnson, R.A., & Hoskisson, R. "Involuntary CEO succession in young ventures and mature organizations: A multi-theoretical view" *Journal of Management*.
- Schnatterly, K., Johnson, R.A., **Chiu, S.**, & Johnson, S. "IPO governance and governance transitions" *Journal of Management*.

Manuscripts/Research Projects in Progress

- **Chiu, S.**, Johnson, R.A, Hoskisson, R., & Busenitz, L. "The impact of competitive risk and board characteristics on IPO underpricing." (being revised for submission: *Strategic Management Journal*).
- **Chiu, S.**, Cheung, Y.H., & Gupta, V. "New venture team social networks—a double-edged sword? : A VC's perspective." (being revised for submission: *Academy of Management Review*).
- **Chiu, S.**, Johnson, R.A., Hoskisson, R., & Pathak, S. "The effects of institutional owners on corporate restructuring and strategic change" (theory development)
- **Chiu, S.** & Sharfman, M. "CEO succession, successor origin and corporate social responsibility" (theory development)

Conference & Research Presentations

- **Chiu, S.**, Johnson, R.A., Hoskisson, R., & Pathak, S. "The effects of CEO succession on corporate restructuring and strategic change." 29th Strategic Management Society (SMS) Conference in Washington DC. October, 2009. Nominated for the *Best Doctoral Student Paper*.
- **Chiu, S.** "The impacts of pre-IPO CEO succession and successor origin on underpricing and IPO performance." 69th Academy of Management Annual Conference. Chicago, USA. August, 2009.
- **Chiu, S.**, Cheung, Y.H., & Gupta, V. "New venture team social networks and venture capital financing." 68th Annual Conference of Academy of Management. Anaheim, CA, USA. August, 2008.
- **Chiu, S.**, & Johnson, R.A. "The impact of competitive risk and board characteristics on IPO underpricing." 27th Annual Meeting of Strategic Management Society (SMS) Conference in San Diego, CA. October, 2007. Nominated for the *Booz Allen Hamilton/SMS PhD Fellowship*.
- Sharfman, M. P. & **Chiu, S.** "Legitimacy, visibility and the antecedents of corporate social performance". 67th Annual Conference of Academy of Management, Philadelphia, PA, USA. August, 2007.
- Hart, T., Lowell, L.W., Johnson, R.A., & **Chiu, S.** "An examination of the influence of CEOs and expert TMT members on firm strategy". 67th Annual Conference of Academy of Management, Philadelphia, PA, USA. August, 2007.

- **Chiu, S.**, & Chan, C.S. “The role of guanxi in new venture selection process in China”. Strategic Management Society (SMS) Special Conference – China Strategies in Shanghai, China. May, 2007.
- Johnson, R.A., Busenitz, L.W., **Chiu, S.**, & Hart, T. “Explore and exploit strategies in recent IPO firms: The impact of governance on post-IPO strategy and performance”. Strategic Management Society 26th Annual Conference, Vienna, Austria. October, 2006.
- Sharfman, M. P. & **Chiu, S.** “Legitimacy, visibility and the antecedents of corporate social performance”. Montreal CSR International Workshop, Quebec, Canada. October, 2006.

TEACHING EXPERIENCE

2007~2009 Undergraduate course “Strategic Management” (MGMT4970). 4 Sessions.
 Trulaske College of Business, University of Missouri-Columbia
 Overall evaluation: 4.2/5.0. Complete teaching evaluation available upon request.

AWARDS AND HONORS

Teaching Award

- **Outstanding Graduate Teaching Assistant Award**, University of Missouri-Columbia. May, 2008.

Research Awards and Honors

- **Best Doctoral Student Paper Award Nominee**. Strategic Management Society Conference, Washington DC, USA. 2009.
- **BPS Doctoral Consortium** at the 69th Academy of Management Conference, Chicago, IL, August 2009 (selected as one of the junior scholars representing Business Policy and Strategy Division).
- **Raymond & Susan Chen College of Business International PhD Scholarship** (\$500). University of Missouri-Columbia. November, 2008.
- **Booz Allen Hamilton/SMS PhD Fellowship Nominee**. Strategic Management Society Conference, San Diego, USA. 2007.
- **Winner of Summer Research Fellowship Competition** (\$4,500) for “Guanxi, TMT factors and venture selection process: the China case”. University of Missouri-Columbia. May, 2007.

Grants and Fellowships

- **Ponder Scholarship**. University of Missouri-Columbia. 2006~2009.
- **Barnett Fellowship**. Price College of Business, University of Oklahoma. 2005~2006.

PROFESSIONAL SERVICES

- Reviewer Journal of Management Studies—Special issue on “Revitalizing Entrepreneurship”.
2008
- Academy of Management Annual Conference (Primary divisions: Business Policy &
Strategy, Entrepreneurship, Social Issues). 2006~present.
- Session “Non-Market Scorecards”. 27th Strategic Management Society (SMS) Conference in
Chair San Diego, CA. October, 2007.

AFFILIATIONS

- Academy of Management Member since 2005
Strategic Management Society Member since 2007
Academy of International Business Member since 2009

EMPLOYMENT

- 2003~2005 Founder, Elite Career Solutions
 (self start-up business registered in Westminster, CO, USA)
- Provided on-line career consultancy for immigrants in the United States.
 - Assisted overseas Chinese and Taiwanese with English document writing and translation.
 - Wrote weekly “Career Column” published in Chinese American Post.
- 2000~2002 Senior Rates Analyst, Global Crossing, Southfield, MI, USA
- Identified and rectified significant problem with offshore billing rates, enabling the company to recover more than \$500,000 in revenue per year.
 - Reduced operations' workload by 40% by co-developing automated usage-rating process and implemented process improvements. Improved 60% productivity of Billing Department by integrating customers' data and usage rates (over 1 million counts) into ACCESS database.

REFERENCES

Referee	Designation	Contact
Richard A. Johnson	Emma S. Hibbs/Frederick C. Middlebush Chair in Entrepreneurship University of Missouri-Columbia 446 Cornell Hall College of Business Columbia, MO 65211	johnsonr@missouri.edu (573) 882-2900
Robert E. Hoskisson	George R. Brown Chair of Strategic Management Jesse H. Jones Graduate School of Management Rice University 6100 Main Street, MS-531 Houston, TX 77005	Robert.E.Hoskisson@rice.edu (713) 348-2059
Mark P. Sharfman	Professor of Strategic Management Director, Division of Management Price College of Business University of Oklahoma Adams Hall, Room 6B Norman, OK 73019	Msharfman@ou.edu (405) 325-5689
Douglas D. Moesel	Associate Professor of Management University of Missouri-Columbia 440 Cornell Hall College of Business Columbia, MO 65211	moeseld@missouri.edu (573) 884-0926
