**Xia Han**

Curriculum Vitae

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**EDUCATION**

*Ph.D. in Management (Strategic Management)*, National School of Development, Peking University, Beijing, China, September 2016 - July 2021 (Expected)

*B.A. in Management*, Sichuan University, Chengdu, China, September 2012 - July 2016

**RESEARCH INTERESTS**

Strategic change; Inter-firm relationship; Co-opetition strategy; Political strategy

**TEACHING INTERESTS**

Strategic management; International management; Entrepreneurship

**PEER-REVIEWED RESEARCH PUBLICATIONS**

Chen, C., Yin, J., Mei, L., & Han, X. 2020. How do Firm Strategic Leaders Cope with Environmental Uncertainty? Text Analyses on Ren Zhengfei’s Media Interviews. ***Management Journal***, 17(8): 1107-1116. **(Chinese SSCI).**

Han, X., & Ma, H. 2019. Research on Firm Death in Strategic Management: A Critical Review and a Prospective Agenda. ***Foreign Economics and Management***, 41(6): 71-84. **(Chinese SSCI).**

Han, X., Xie, X., & Ma, H. 2019. Review of Research on Business Exit: A Real Options Perspective. ***Foreign Economics and Management***, 41(11): 114-135. **(Chinese SSCI).**

**WORKING PAPERS UNDER REVIEW & CLOSE TO SUBMISSION**

Han, X., Xi, T. & Xie, X. Does Owner Outperform Manager in Profiting from Political Connection? Agency, Embeddedness, and Political Uncertainty. Under Reject and Resubmit at ***Strategic Management Journal.***

Han, X., Chen, L & Tong, T. The Paradox of Relation-Specific Investment: Evidence from Customer-Supplier Relationships under Uncertainty Shocks. Ready for submission to ***Strategic Management Journal.***

Chen, C., Yin, J. & Han, X. Organizational Resilience in the Time of COVID-19: How to spur innovation under crises. Under preparation for submission to ***Harvard Business Review***.

Han, X. & Ma, H. Coping with Decline: Digitization by Traditional Economy Firms. Under preparation for submission to ***Business Horizon***.

Han, X. & Ma, H. Crisis and Turnaround: The Effects of Strategic Persistence. Under preparation for submission to ***Journal of Business Research***.

**PEER-REVIEWED CONFERENCE PRESENTATIONS**

Han, X., & Cai, G. 2021. *Dynamic Coopetition Strategies: The Impacts of Ex ante and Ex post Heterogeneity.* Paper to be presented to the **2021 Biennial IACMR Conference** in Xi’an, China.

Han, X., & Cai, G. 2020. *Co-opetition Strategies: Alliance Formation, Value Creation and Value Capture.* Paper presented to the Strategic Management Division at **the 80th Annual Meeting of the Academy of Management** in Vancouver, Canada (Converted to virtual meeting).

Han, X., Xie, X. & Xi, T. 2019. *The Contingent Value of Political Connections: A Transaction Cost and Embeddedness Framework.* Paperpresented to the Strategic Management Division at **the 79th Annual Meeting of the Academy of Management** in Boston, USA.

Han, X., & Cai, G. 2019. *Dynamic Coopetition Strategies: Why and How to Cooperate with Competitors?* Paper presented to the Strategic Management Division at **the 79th Annual Meeting of the Academy of Management** in Boston, USA.

Han, X., & Cai, G. 2019. *Why and How to Cooperate with Competitors?* Paper presented to **the 2019 International Symposium Quarterly Journal of Management** in Guangzhou, China.

Han, X., Xie, X. & Xi, T. 2019. *Market Institutions and Political Connections: Substitutes or Complements?* Paper presented to **the 2019 China Institutional Economics Forum** in Guangzhou, China.

**TEACHING ASSISTANT EXPERIENCE**

Teaching Assistant for Management Workshop at National School of Development, Peking University (2016-2017 Spring semester, 2017-2018 Autumn semester, 2017-2018 Spring semester, 2019-2020 Autumn semester)

Teaching Assistant for Prof. Xin Zhang of Economics Double-major Program course:“Analysis of Financial Reports” (2017-2018 Autumn semester)

**PROFESSIONAL ACTIVITIES**

Member of Academy of Management (AOM)

Member of International Association for Chinese Management Research (IACMR)

Conference reviewer of AOM & IACMR

**ABSTRACT OF SELECTED WORKING PAPERS**

***1. The Paradox of Relation-Specific Investment: Evidence from Customer-Supplier Relationships under Uncertainty Shocks.***

***Abstract:*** Strategy research has long highlighted relation-specific assets as a key source of relational rents and competitive advantage. We instead reveal a potential dark side of relation-specific investment by showing how such investment may thwart customer firms’ responses to uncertainty shocks that afflict suppliers. When a supplier has made greater investment specific to a customer firm, the latter may become less inclined to change its sourcing behavior despite uncertainty, because relation-specific investment becomes a source of adjustment costs in strategic responses. Using a carefully-matched sample of customer-supplier relationships and a difference-in-differences design, we find that customer firms tend to reduce sourcing from a supplier that experiences a terrorist attack in its city. However, customer firms’ responses are impeded when the supplier has made greater relation-specific investment relative to other suppliers in the existing portfolio or other potential suppliers outside the portfolio. Our arguments and findings provide new insights for strategy research on relation-specific assets and adjustment costs.

***Keywords:*** Customer-supplier relationship, uncertainty shocks, relationship specific investments, adjustment costs, deferral option

***2.******Does Owner Outperform Manager in Profiting from Political Connection? Agency, Embeddedness, and Political Uncertainty***

***Abstract:*** The paper argues that agency structure is a key factor for understanding the value of political connection for firms. Under weak institutions, firms in which owners invest a personal relationship with political authorities obtain a higher degree of social embeddedness in the informal power networks and outperform those rely on hired managers to manage connections. However, personal connections through owners give rise to a high stake of dependence on political windfalls, rendering a vulnerability of deeply embedded firms. Using the Chinese listed firms as an empirical context, this paper finds that private firms featured with owner political connections have better records of performance than those maintained by managers. Such effects tend to vanish after 2012, due to the implementation of massive anti-corruption probes by the leadership of Chinese Communist Party, and are considerably neutralized for more sizable firms.

***Keywords:*** Owner versus manager political connection, political shock, social embeddedness

***3. Dynamic Coopetition Strategies: Why and How to Cooperate with Competitors?***

***Abstract:*** This paper studies dynamic strategies of firm cooperating with competitors, and considers the effects of both intrafirm heterogeneities and changing external environment. We assume that there are two firms, one with low level and the other with high level initial endowment and build a two-period, two-player game theoretical model. Firstly, we involve intrafirm attributes (initial endowment and asymmetries) as well as competitive tensions including potential market share and its growth to study their single and interactive effects on coopetition strategies of each firm. Secondly, taking learning effects (absolute and relative) into account, we further figure out dynamics of cooperation strategies and their boundary conditions. Finally, under non-cooperative and cooperative game framework, we combine coopetition strategies of both firms to find out Nash-equilibriums in each context. Our model attempts to provide explanations for why and how different types of firms should cooperate with their competitors.

***Keywords:*** Coopetition, competitive tensions, dynamic strategies, learning effects

***4. Co-opetition Strategies: Alliance Formation, Value Creation and Value Capture***

***Abstract：***This paper studies how firms’ productivity outside the alliance (outside option), resource complementarity (synergy effect) and the cost of resource allocation influence their common value creation and value capture strategies in the co-opetition alliance, and further affect alliance formation and termination decisions. We develop a three-stage game-theoretic model and find that first, although the improvement of outside option encourages a firm to allocate more resources on common value capture, it would result in less bargaining power in the alliance due to its partner’s escalated value capture efforts as a response. Second, as the outside option improves, the strong firm tends to allocate more resources for common value creation, while the weak firm tends to “free ride” and allocate less resources to the alliance. Therefore, as the gap between firms’ outside option increases, it becomes harder for firms to form the alliance. Third, we find that synergy effects will not always play a positive role on alliance formation, showing a “non-linear” relationship. Once it reaches the alliance formation threshold, the larger synergy effects, the less resources both firms will contribute to the alliance. On the contrary, the resource allocation cost serves as a valuable commitment and positively influences firms’ resources allocation for both common value creation and value capture after alliance formation. Finally, we provide additional comparative static analyses to shed lights on mechanisms through which these factors would affect firms’ co-opetition incentives.

***Keywords:*** Co-opetition strategies; alliance formation and termination; value creation; value capture; outside option

***5. Digitalization by Traditional Economy Firm***

***Abstract：***Many firms in the traditional economy are trying to embrace digitalization in order to cope with the decline brought to them by the onslaught of the digital economy. This paper examines the determinants of such digitalization of these firms by integrating concerned literatures from management and economics. In general, the characteristics of the firms’ businesses in terms of the economic cycles they are in, their task decomposability, and their product/service/transaction mode substitutability have direct impacts on the necessity of digitalization as well as the feasibility of digitalization, which jointly determine the actual status of digitalization, as reflected in the speed, scope, and magnitude of digitalization. Moreover, contextual variables such as institutional legitimacy, competitive intensity, and technological diffusion moderate the relationship between firm characteristics and digitalization. Furthermore, both ordinary capabilities and dynamic capabilities of the firms moderate their digitalization.

***Keywords:*** Digitalization; decline; economic cycles; task decomposability; substitutability; dynamic capabilities