

**He Gao**

Department of Management  
Broad College of Business  
Michigan State University  
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**ACADEMIC POSITION**

Michigan State University, Broad College of Business 2016-present  
Assistant Professor

**EDUCATION**

Arizona State University 2016  
Ph.D., Management (Strategy)

University of Massachusetts, Lowell 2008  
M.A., Regional Economic and Social Development (Economics)

Shanghai International Studies University 2006  
B.A., Japanese Language and Literature (Minor: Computer Science)

**DISSERTATION**

(Dissertation defended on April 13, 2016)

**Abstract:** The traditional action-response perspective has largely ignored the role of language in competitive dynamics. In this study, I treat language (i.e., word response) as an alternative way to react to rivals when a firm is attacked, in addition to no reaction and action-based reaction. Word response is a specific and public statement about a focal firm's potential move in reaction to a competitor's word or action attacks. To better understand the underlying mechanisms behind word responses, I aim to answer two broad questions: *under what situations are responders motivated to use words as competitive responses*; and *what kinds of responders are more likely to use words as competitive responses*. Besides incorporating language into the action-response perspective, my dissertation also further integrates the upper-echelons perspective with competitive dynamics research, providing a more realistic and complete understanding of competitive engagement. I test my hypotheses in the consumer electronics industry, in part by using structured content analysis.

**Committee:** Dr. Albert Cannella, Jr. (Chair), Dr. Tieying Yu, and Dr. Luiz Mesquita.

## RESEARCH

### Research Interests

My research interests center on competitive dynamics, strategic leadership, and strategic vision.

### Journal Articles

**Gao, H.**, Yu, T., & Cannella, A. A. Jr. 2017. Understanding word responses in competitive dynamics. *Academy of Management Review*, 42: 129-144.

**Gao, H.**, Yu, T., & Cannella, A. A. Jr. 2016. The use of public language in strategy: A multidisciplinary review and research agenda. *Journal of Management*, 42: 21–54.

Kim, J., **Gao, H.**, Hoetker, G., & Mesquita, L. 2015. Doing well by doing good and saying good. *Academy of Management Best Papers Proceedings*.

### Conference Presentations

Faqihi, H. , **Gao, H.**, & Miceli, K. 2019. “Visionary, passionate and coachable: A contingency model of early-stage fundraising”, presented at Strategic Management Society, Minneapolis, MN, October 19-22, 2019.

**Gao, H.**, Wang, D., Cannella, A. A. Jr., & Waldman, D. 2019. “CEO taking charge: A paradoxical integration perspective towards new CEO legitimacy”, presented at Academy of Management, Boston, MA, August 9-13, 2019.

**Gao, H.**, Kim, J., & McNamara, G. 2018. “Strategic change and competitive dynamics: A conceptual framework to understand rivals’ responses to strategic change”, presented at Strategic Management Society Conference, Paris, France, September 22-25, 2018, and at Competitive Dynamics Conference, Kinston, Canada, June 2-4, 2018.

**Gao, H.**, Wang, D., Cannella, A. A. Jr., & Waldman, D. 2016. “Understanding vision in strategy”, presented at Strategic Management Society Conference, Berlin, Germany, September 17-20, 2016.

**Gao, H.**, Kim, J., Hoetker, G., & Mesquita, L. 2015. “How corporate social responsibility engagement matters in organization: A multilevel test of internal mechanisms”, presented at Strategic Management Society Conference, Denver, Colorado, October 3-6, 2015.

Kim, J., **Gao, H.**, Hoetker, G., & Mesquita, L. 2015. “Doing well by doing good and saying good”, presented at Academy of Management Conference, Vancouver, British Columbia, Canada, August 7-11, 2015.

**Gao, H.,** Yu, T, & Cannella, A. A., Jr. 2014. “Understanding verbal responses in competitive dynamics”, presented at Academy of Management Conference, Philadelphia, PA, August 1-5, 2014.

Woo, H., **Gao, H.,** & Cannella, A. A., Jr. 2011. “Restoring multimarket equilibrium: A 'spheres of influence' perspective on rivals' behaviors after mergers”, presented at Strategic Management Society Conference, Miami, FL, November 6-9, 2011.

### **Doctoral Workshops**

Doctoral Workshop, Strategic Management Society Conference, Denver, CO, October 3, 2015.

BPS Doctoral Consortium, Academy of Management Annual Meeting, Philadelphia, PA, August 1-3, 2014.

## **TEACHING**

### **Teaching Interests**

My teaching interests include strategic management, cross-cultural management and entrepreneurship.

### **Undergraduate Teaching Experience**

Instructor, Business Policy & Strategic Management	Spring 2019
Eli Broad College of Business, Michigan State University	
Instructor, Business Policy & Strategic Management	Spring 2018
Eli Broad College of Business, Michigan State University	
Instructor, Business Policy & Strategic Management	Spring 2017
Eli Broad College of Business, Michigan State University	
Instructor, Cross-Cultural Management	Spring 2016
W. P. Carey School of Business, Arizona State University	
Instructor, Cross-Cultural Management	Fall 2015
W. P. Carey School of Business, Arizona State University	
Instructor, Strategic Management	Fall 2014
W. P. Carey School of Business, Arizona State University	
Instructor, Strategic Management	Fall 2013
W. P. Carey School of Business, Arizona State University	

### **Graduate Teaching Experience**

Teaching Assistant, Strategic Leadership (Full-time MBA Core)	Fall 2012
W. P. Carey School of Business, Arizona State University	
Supervising professor: Wei Shen	

Teaching Assistant, Strategic Leadership (Master of Science in Management)  
 W. P. Carey School of Business, Arizona State University  
 Supervising professor: Wei Shen

Fall 2012

### **UNIVERSITY AND PROFESSIONAL SERVICES**

Ambassador for the MSU Ideas portal	2018
MSU Department of Management faculty search committee	2016, 2018, 2019
MSU Department of Management PhD program admission committee	2017
Dissertation committee co-chair for Jooyoung Kim	2019
Dissertation committee member for Lingling Pan	2016-2018
Co-organizer of the research forum for the Chinese Management Scholars Community (CMSC)	2018
Co-organizer of the doctoral consortium for the International Association for Chinese Management Research (IACMR)	2020
Ad-Hoc Journal Reviewer: Academy of Management Review	
Ad-Hoc NSF grant Reviewer	
Conference Reviewer: Academy of Management Annual Meeting, Strategic Management Society Annual Conference	
Memberships: Academy of Management (Divisions BPS, OMT and MOC), Strategic Management Society	