

Xiaojin (Jim) Liu

Virginia Commonwealth University, School of Business
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ACADEMIC APPOINTMENTS

Virginia Commonwealth University, School of Business, Richmond, Virginia 2018-Present

Associate Professor, Supply Chain Management and Analytics Department, 2023-Present.

Assistant Professor, Supply Chain Management and Analytics Department, 2018-2023.

University of Virginia, Darden School of Business, Charlottesville, Virginia 2016-2018

Post-doctoral Senior Researcher, Technology and Operations Management area, supported by the Batten Institute for Entrepreneurship and Innovation.

EDUCATION

University of Minnesota, Twin Cities, Minnesota 2011-2016

Ph.D. Supply Chain and Operations Department, Carlson School of Management.

Hong Kong Polytechnic University, Hong Kong 2009-2011

M.Phil. (Master of Philosophy), Business Administration, Department of Logistics and Maritime Studies, Faculty of Business.

Peking University, Beijing, China 2004-2009

Bachelor of Art, Bio-medical English, Health Science Center.

Bachelor of Management, E-Business, School of Electronic Engineering and Computer Science.

RESEARCH/TEACHING INTERESTS

Research

Innovation and Technology Management for Sustainable and Responsible Operations Management.

Empirical and Computational Methods with Statistics, Econometrics, and Data Analytics.

Teaching

Operations and Supply Chain Management, Business Statistics, Data Analysis.

PUBLICATIONS

- Shockley, J., J. Merrick, X. Liu, J. Smith. 2023. "How much do customer ordering behaviors drive medical supplies distribution (in)efficiency for primary care markets?" *Production and Operations Management*, forthcoming. <https://doi.org/10.1111/poms.14068>
- Chen, K., X. Liu, Y. Li, K. Linderman. 2023. "Government support and cross-border innovation: The effect of China's Innovative City Policy on Chinese firms' patenting in the U.S." *Production and Operations Management*, 32 (6), 1793-1811. <https://doi.org/10.1111/poms.13941>
- Finalist, and Runner Up for the [2022 INFORMS TIMES Best Working Paper Award](#) (Second Place), INFORMS Annual Meeting.
- Liu, X., Y. Kou, J. Shockley, J. Smith. 2023. "How does supplier CSR performance help to expand exchange relationships with major buyers? The moderating role of supply-side and demand-driven uncertainty." *Decision Sciences*, 54 (3), 334-357. <https://doi.org/10.1111/dec.12551>
- Profiled in [VCU School of Business News about Research Articles](#), [LinkedIn - Virginia Commonwealth](#)

University - School of Business.

4. Adbi, A., X. Liu, A. Mishra. 2022. "Technology licensing and productivity growth: Evidence from manufacturing firms in developing economies." *Manufacturing and Service Operations Management*, 24 (1), 214-234. <https://doi.org/10.1287/msom.2020.0946>
- Profiled in VCU School of Business News about Research Articles, LinkedIn - Virginia Commonwealth University - School of Business.
5. Kumar, P., X. Liu, A. Zaheer. 2022. "How much does the firm's network matter?" *Strategic Management Journal*, 43 (8), 1433-1468. <https://dx.doi.org/10.1002/smj.3379>
6. Smith, J. S., J. Shockley, S. Anderson, X. Liu. 2022. "Tension in the emergency department? The impact of flow stage times on managing patient-reported experiences and financial productivity." *Decision Sciences*, 53 (3), 514-556. <http://doi.org/10.1111/deci.12503>
- Profiled in VCU School of Business News about Research Articles, LinkedIn - Virginia Commonwealth University - School of Business.
7. Kang S., X. Liu, Y. Kim, V. Yoon. 2021. "Can bots help create knowledge? The effects of bot intervention in open collaboration." *Decision Support Systems*, 148, 113601. <https://doi.org/10.1016/j.dss.2021.113601>
- Profiled in VCU School of Business News about Research Articles, LinkedIn - Virginia Commonwealth University - School of Business, The Academic Times.
8. Shockley, J., P. Collignon, X. Liu. 2020. "Why do so many good assembly plants close? Toward a new plant stakeholder and total lifecycle management strategy." *Rutgers Business Review*, 5(1), 61-83.
9. Liu, X., A. Mishra, S.M. Goldstein, K.K. Sinha. 2019. "Towards improving factory working conditions in developing countries: An empirical analysis of Bangladesh Ready-Made garment factories." *Manufacturing & Service Operations Management*, 21(2), 251-477. <http://doi.org/10.1287/msom.2017.0679>
- Profiled in the Harvard Business School - Key Insights for Managers, Media Coverage - Carlson School, StarTribune, M&SOM Blogs.
10. Liu, X., A.C. Yeung, C.K.Y Lo, T.C.E Cheng. 2014. "The moderating effects of knowledge characteristics on the financial value of innovative technology products." *Journal of Operations Management*, 32(3), 79-87. <http://doi.org/10.1016/j.jom.2013.11.003>

OTHER PUBLICATIONS

1. Kumar, P., X. Liu, Zaheer A. 2021. "Forged by fire: Home country IPR reforms and emerging economy firm innovativeness abroad." *Academy of Management Proceedings* ("Best Papers" accepted for inclusion, approximately 10% of all submission), 2021(1), 1-6, <https://doi.org/10.5465/AMBPP.2021.5>
2. Liu, X., A.C. Yeung, T.C.E Cheng. 2010. "Technological innovation and competitive advantages: What are missing!" Submitted to *Proceedings of the Fourth International Conference on Operations and Supply Chain Management (ICOSCM 2010)*. In *Series of Operations and Supply Chain Management in China*, X. Zhao, G. Zhu, B.B. Flynn, eds. (vol. 4).

WORKING PAPERS

1. Liu, X., S.M. Goldstein, K.K. Sinha, K. Soderberg. "Does telemedicine service impact community health? A county-level analysis with DEI implications." Revising.
- Profiled in Discovery at Carlson.
2. Kang, S., R. Shah, X. Liu. "Does announcing the visit matter? An empirical examination in US nursing

- homes.” *Production and Operations Management*, Revise and Revision.
3. Kumar, P., X. Liu, A. Zaheer. “Forged by fire: Home country IPR reforms and emerging economy firm innovativeness abroad.” Revising.
 4. Kraft, T., X. Liu, R. Handfield, H. Heese, B. Soundararajan. “Examining the impact of leniency bias on supplier audits.” Revising.
 5. Shockley, J., X. Liu, J. Jayaram, J. Smith. “Firm social scrutiny and supply chain social strategies: Do they complement or inhibit each other’s effectiveness in reducing social performance concerns?” Revising.
 6. Liu, X., R. Chao. “How does social orientation influence firm innovation?” *Journal of Operations Management*, Reject and Resubmit.
 7. Kou, Y., X. Yan, X. Wang, X. Liu. “A market-based measure for decarbonizing the shipping industry: Its design and impact assessments.” Working Paper.
 8. Liu, X., S.M. Goldstein, K.K. Sinha, K. Soderberg. “Evaluating the implementation effectiveness of Clinical Decision Support (CDS) systems: The enabling role of health care provider capability.” Working Paper.

PROJECTS IN PROGRESS

1. “Improving factory working conditions in developing countries: The implication of buyer-supplier relationship.”
2. “Artificial intelligence and domain brokering.”
3. “Network and innovation during distressed times.”
4. “Environmental emission and community employment.”
5. “Employee relations, slack, and firm operations.”

GRANTS

- School of Business - Small Research Grants, Virginia Commonwealth University** 2020-2021
With J. Shockley, J. Smith, “Does environmental and product social performance strengthen a supplier’s exchange relationships with its major buyers?” \$2,500.
- VCU Office of the Provost - Grants for Faculty Development, Virginia Commonwealth University** 2019
“The Faculty Success Program (FSP) — Fall 2019 Cohort,” The National Center for Faculty Development and Diversity (NCFDD). Profiled on the [VCU Office of the Provost website](#). \$3,950.
- Batten Institute Faculty Program, University of Virginia** 2016-2017
With R. Chao, “How does social orientation influence firm innovation?” \$5,000.
- Wells Fargo Foundation - Sustainability Research Grant Program, University of Minnesota** 2015-2016
With A. Mishra, S.M. Goldstein, and K.K. Sinha, “Sustainable and responsible design and management of global supply chains: Designing work and improving working conditions in supplier factories in developing countries.” \$30,500.

HONORS AND AWARDS

- Summer Research Fellow, School of Business, Virginia Commonwealth University 2023
- Runner Up (Second Place), INFORMS Technology, Innovation Management and Entrepreneurship Section (TIMES) Best Working Paper Award Competition 2022
- Finalist, INFORMS Technology, Innovation Management and Entrepreneurship Section (TIMES) Best

Working Paper Award Competition	2022
Finalist, Academy of Management Conference International Management Division GWU-CIBER Best Paper on Emerging Markets	2021
Outstanding Reviewer for Decision Sciences Journal, Decision Sciences Institute	2018
Kristy Cua Doctoral Student Excellence Award, Supply Chain and Operations Department, Carlson School of Management, University of Minnesota	2015
Travel Fellowship, Carlson School of Management, University of Minnesota	2013-2015
Summer Research Fellowship, Carlson School of Management, University of Minnesota	2012-2015
PhD Fellowship, Carlson School of Management, University of Minnesota	2011-2015
Best Undergraduate Thesis, Peking University	2009
Student of Honor, Summer School of Statistics for Social Science, Peking University, China	2008
Outstanding Medical Student, Peking University	2005, 2008

CONFERENCE PRESENTATIONS (*PRESENTED BY CO-AUTHOR)

“How do Favorable and Unfavorable Audit Outcomes Impact Supplier CSR Risk?”

- POMS Annual Conference, 2023*.
- INFORMS Annual Meeting, 2022.
- DSI Annual Meeting, 2023 (Scheduled).

“Adapting to market uncertainties: The effect of industry concentration on supply chain reconstruction”

- DSI Annual Meeting, 2023 (Scheduled).

“Complements or substitutes? Social scrutiny, supply chain social strategies and firms’ environmental performance.”

- POMS Annual Conference, 2022, 2023.
- DSI Annual Meeting, 2023 (Scheduled).

“Does network help? Innovation during distressed times.”

- INFORMS Annual Meeting, 2023 (Scheduled).
- DSI Annual Meeting, 2023 (Scheduled).
- POMS Annual Conference, 2022.

“Artificial intelligence and domain brokering: A deeper look into the user content generation behavior.”

- POMS-HK International Conference, 2023.
- POMS Annual Conference, 2022.

“Forged by fire: Home country IPR reforms and emerging economy firm innovativeness abroad.”

- AOM Annual Conference, 2021.

“The firm productivity implications of technology licensing: Evidence from developing Asian economy manufacturing firms.”

- POMS Annual Conference, 2018.
- DSI Annual Meeting, 2017.

“How does social orientation influence firm innovation?”

- INFORMS Annual Meeting, 2017, 2020.
- MSOM Conference, 2017.
- POMS Annual Conference, 2017, 2018, 2019.

- DSI Annual Meeting, 2017.
- “Improving factory working conditions in developing countries: The implication of buyer-supplier relationship.”
 - POMS Annual Conference, 2018, 2019, 2021.
 - DSI Annual Meeting, 2019.
- “Evaluating working conditions in supplier factories in developing economies: An empirical analysis in the global garment industry.”
 - POMS Annual Conference, 2017.
 - Early-Career Sustainable Operations Workshop, 2017.
 - DSI Annual Meeting, 2016.
 - Industry Studies Conference, 2016.
- “Evaluating telemedicine adoption in clinics: Accounting for its antecedents and consequences.”
 - INFORMS Annual Meeting, 2015, 2017.
 - INFORMS Healthcare, 2015.
 - POMS Annual Conference, 2016, 2017, 2021.
 - DSI Annual Meeting, 2015.
 - Industry Studies Conference, 2016.
- “Evaluating the implementation effectiveness of CDS systems: The role of health care provider capability.”
 - INFORMS Annual Meeting, 2016.
 - POMS Annual Conference, 2015, 2016, 2017, 2018.
 - DSI Annual Meeting, 2014.
 - Minnesota e-Health Summit, Minneapolis, 2015.
- “The effect of inter-firm work design on technology exploration/exploitation and firm performance.”
 - POMS Annual Conference, 2015.
- “Work design and work safety in manufacturing industry.”
 - INFORMS Annual Meeting, 2013.
- “Technology creation and work design: The implication of workforce demographics.”
 - DSI Annual Meeting, 2013.
- “Knowledge transfer across generations: Source for future innovation.”
 - U-Spatial Symposium, University of Minnesota, 2012.
- “Technologically new products and value creation: The moderating effect of knowledge characteristics.”
 - POMS Annual Conference, 2011.
 - POMS-HK International Conference, Hong Kong, 2011.
 - Joint Conference of the 4th International Conference of Operations and Supply Chain Management and the 15th Annual Meeting of Asia Pacific Decision Sciences Institute, Hong Kong, 2010.

TEACHING EXPERIENCE (S-SPRING, F-FALL)

School of Business, Virginia Commonwealth University Instructor, SCMA 675, Operations Management. Graduate students.	Summer 2021, S/F 2022, S/F 2023
School of Business, Virginia Commonwealth University Instructor, SCMA 320, Production/Operations Management.	S/F 2020, S/F 2021, F 2022, F 2023

Undergraduate students.

School of Business, Virginia Commonwealth University F 2019, F 2020, F 2021, F 2022
Instructor, FMBA 611, Production/Operations Management.
EMBA students.

School of Business, Virginia Commonwealth University F 2018, S/F 2019
Instructor, SCMA 302, Business Statistics.
Undergraduate students.

Carlson School of Management, University of Minnesota, Twin Cities F 2014
Instructor, SCO 2550, Business Statistics: Data Sources, Presentation, and Analysis.
Undergraduate students.

McIntire School of Commerce, University of Virginia Summer 2017, Summer 2018
Teaching Assistant, Operations Management.
Online course with over 200 students in each session.

Carlson School of Management, University of Minnesota, Twin Cities S 2017
Guest Speaker, Supply Chain and Operations Strategy course.
“Evaluating working conditions in supplier factories in developing economies: An empirical analysis in the global garment industry.”

Completion of Program for the Advancement of Classroom Excellence (PACE) 2014
Mentored by Dr. Steven Huchendorf, Carlson School of Management, University of Minnesota, Twin Cities.

Carlson School of Management, University of Minnesota, Twin Cities 2011-2015
Teaching Assistant, MBA, up to 120 students
– Data Analysis and Statistics for Managers; Sales & Operations Planning.
Teaching Assistant, Undergraduate, 60 - 110 students
– Introduction to Operations Management; Sourcing and Supply Management; Quality Management and Lean Six Sigma.

Hong Kong Polytechnic University 2009-2011
– Teaching Assistant, Introduction to Business Statistics.

Hunan College Students Union, Hunan, China 2007
– Volunteer Instructor, Mathematics, English and Physics for primary and middle school students.

RESEARCH EXPERIENCE ON PROJECTS

Research Assistant

- Supply Chain & Operations Department, University of Minnesota, the United States 2011-2016
- Logistics and Maritime Studies, Hong Kong Polytechnic University, Hong Kong 2009-2011

Investigator and Report Writer, National Residence Service Center, China 2008
– Worked on the project on “Research on energy planning and policy making for rural areas in China,” supported by the national “Eleventh Five-Year Plan.”
– Collected and analyzed the raw data from four provinces in China, and wrote three survey papers, published in the in-house magazines of the National Residence Service Center.

INTERNSHIP EXPERIENCE

International Cooperation Office, Capital Medical University 2008-2009

Director Assistant. Organized and coordinated international and domestic events for academic activities; Supervised the Academic Scholarship Project and student exchange programs.

Wigix, Inc. 2008

Intern. Collaborated with the core technology team members to improve the online shopping and E-Business operations for better customer experience.

Beijing Purkinje General Instrument Co., Ltd 2006

Intern. Responsible for market exploration and expansion in North America; Introduced innovative products.

SERVICE

Reviewer

- Journals/Collections: 1) *Management Science*, 2) *Production and Operations Management*, 3) *Journal of Operations Management*, 4) *Decision Sciences*, 5) *Decision Support Systems*, 6) *Omega*, 7) *Service Science*, 8) *Journal of Product Innovation Management*, 9) *International Journal of Production Economics*, 10) *Operations Management Research*, 11) *European Journal of Information Systems*, 12) *Quality Management Journal*, 13) *Journal of Small Business and Enterprise Development*, 14) *International Journal of Fashion Design, Technology and Education*.
- Conferences: Judge for the INFORMS Poster Competition, 2022, 2023; MSOM Conference, 2022; POMS Conference, 2017, 2021, 2022; Academy of Management Conference, 2023; POMS-China International Conference, 2019; DSI Conference, 2018, 2019; Hawaii International Conference on System Sciences (HICSS), 2021; AAA Diversity Section Meeting, 2020.
- Grants: Grant Proposal for Ministry of Foreign Affairs of Denmark, 2018.

Editorial Board for Journals

- Decision Sciences (2021-current).

Conference Session Chair

- POMS Annual Meeting, 2015, 2018 - 2023.
- POMS-HK International Conference, 2011.
- INFORMS Annual Meeting, 2013, 2021-2023.
- INFORMS Healthcare Conference, 2015.
- DSI, 2016, 2017, 2019.

COMPUTER SKILLS AND QUALIFICATIONS

- Statistical tools: R, Stata, SPSS, SAS, JMP, HLM, MLwiN.
- Programming languages: Python, Java, C, Scala, Bash.
- Web development languages: HTML, CSS, JSP, JavaScript.
- Data management and tools: MySQL, SQLite, MS SQL Server.
- National Computer Rank Examination Certificate level 3 by Ministry of Education in China (i.e., a certificate for computer technology and software professional and technical qualification).
- Test for English Majors – Level 4 and 8 (the latter is the highest certificate for English in China).

PROFESSIONAL AFFILIATIONS

- Institute for Operations Research and the Management Sciences (INFORMS).
- Production and Operations Management Society (POMS).
- Manufacturing and Service Operations Management Society (MSOM).
- Academy of Management (AOM).
- Decision Sciences Institute (DSI).
- R User Group.
- Data Science User Group.
- Richmond Association for Business Economics.