

Xiaojin (Jim) Liu

Associate Professor, Department of Supply Chain Management and Analytics

Virginia Commonwealth University, School of Business

301 West Main Street, Richmond, Virginia 23284

✉ xliu22@vcu.edu | [Google Scholar](#)

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
---	-----------

Postdoctoral 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.

PEER-REVIEWED JOURNAL PUBLICATIONS (*EQUAL CONTRIBUTION)

-
1. Cui, Z., T. Zhang, X. Liu. (2026). How does tolerance for failure impact exploratory and exploitative innovation? *Decision Sciences*. <https://doi.org/10.1111/deci.70045>
 2. Liu, X., S.M. Goldstein, K.K. Sinha, K. Soderberg. (2026). "Evaluating the impact of telemedicine services on community health: A county-level analysis." *Journal of Service Research*. <https://doi.org/10.1177/10946705261417849>
- Profiled in [Discovery at Carlson](#).
 3. Zhang, T., Z. Cui, X. Liu. (2026). "How strategic quality management shapes innovation: The moderating role of operational complexity." *IEEE Transactions on Engineering Management (IEEE-TEM)*. <https://doi.org/10.1109/TEM.2026.3661903>
 4. 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*, 32 (12), 3908-3930. <https://doi.org/10.1111/poms.14068>
5. 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.
 6. 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/deci.12551>
- Profiled in VCU School of Business News about Research Articles, LinkedIn - Virginia Commonwealth University - School of Business.
 7. Adbi, A.*, X. Liu* (*equal contribution*), 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.
 8. 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>
 9. 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.
 10. 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.
 11. 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.
 12. 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), 379-397. <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.
 13. 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>

RESEARCH REPORT

1. Fišar, M., B. Greiner, C. Huber, E. Katok, A. Ozkes, J. P. Brooks, X. Liu, J. R. Merrick. 2024. Reproducibility in Management Science (Note: Member of the Management Science Reproducibility

Collaboration). *Management Science*, 70(3), 1343-1356. <https://doi.org/10.1287/mnsc.2023.03556>

OTHER PUBLICATIONS

1. Liu, X., F. Cheng, K. Chen, P. Kumar. 2025. "Product market concentration and buyer-supplier network design: Complexity, diversity, and community." *Academy of Management Proceedings*, 2025(1), 1-6, <http://dx.doi.org/10.5465/AMPROC.2025.19665abstract>
2. Zhou, S., K. Chen, X. Liu. 2024. "Impact of foreign policy on domestic corporate innovation." *Academy of Management Proceedings*, 2024(1), 1-6, <https://doi.org/10.5465/AMPROC.2024.16871abstract>
3. Kumar, P., X. Liu, A. Zaheer. 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 submissions), 2021(1), 1-6, <https://doi.org/10.5465/AMBPP.2021.5>
4. 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).

GRANTS

- Small Research Grants, School of Business, Virginia Commonwealth University** 2026-2027
"Generative Artificial Intelligence (GenAI) for health support platforms and risk attribution in supply chain management." \$2,000.
- Research Excellence – Summer Research Fellowship Award, School of Business, Virginia Commonwealth University** 2025
"Network configuration and communities: A large-scale study on product market concentration and financial performance implications." \$14,000.
- Summer Research Fellows, School of Business, Virginia Commonwealth University** 2023
"Does announcing the inspection visit matter? An empirical examination in U.S. nursing homes?" \$14,000.
- Small Research Grants, School of Business, 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.
- Grants for Faculty Development, VCU Office of the Provost, 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.
- Sustainability Research Grant Program, Wells Fargo Foundation, 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

- Best Paper Award, International Journal of Operations & Production Management (IJOPM), "The impact of supply chain financing on firm performance in emerging economies: empirical evidence on operations

improvement and innovation.”	2026
Summer Research Fellow, School of Business, Virginia Commonwealth University	2025
Reviewer Service Award (Honorable Mention), <i>Journal of Operations Management</i>	2025
National/International Recognition Award (NIRA), Virginia Commonwealth University	2023
Top Downloaded Article of 2022, <i>Strategic Management Journal</i> , DOI: 10.1002/smj.3379	2024
Top Cited Article 2022-2023, <i>Decision Sciences</i> , DOI: 10.1111/deci.12503	2024
Summer Research Fellow, School of Business, Virginia Commonwealth University	2023
Runner-Up (Second Place), INFORMS 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, <i>Decision Sciences</i> , 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

EDITORIAL AND PROFESSIONAL SERVICE

Editorial Appointments:

- Associate Editor, *Journal of Operations Management* 2025-Present
- Associate Editor, *International Journal of Operations & Production Management (IJOPM)* 2025-Present
- Associate Editor, *Omega* 2026-Present
- Editorial Review Board, *Journal of Operations Management* 2023-2025
- Editorial Review Board, *Decision Sciences* 2021-Present
- Associate Editor, *Decision Support Systems* 2023- Present

Reviewer

- Journals/Collections: *Management Science*, *Manufacturing & Service Operations Management*, *Production and Operations Management*, *Journal of Operations Management*, *Journal of International Business Studies*, *Decision Sciences*, *Decision Support Systems*, *Omega*, *Service Science*, *Journal of Product Innovation Management*, *IIE Transactions*, *International Journal of Production Economics*, *Operations Management Research*, *European Journal of Information Systems*, *Quality Management Journal*, *Journal of Small Business and Enterprise Development*, *International Journal of Fashion Design, Technology and Education*.
- Conferences: Judge, INFORMS Poster Competition, 2022, 2023; MSOM Conference, 2022, 2024, 2025; POMS Conference, 2017, 2021, 2022, 2025; Academy of Management Conference, 2023; POMS-China International Conference, 2019; DSI Conference, 2018, 2019, 2025-2026; Hawaii International Conference on System Sciences (HICSS), 2021; AAA Diversity Section Meeting, 2020.
- Grants: Grant Proposal Reviewer, Ministry of Foreign Affairs of Denmark, 2018.

Conference Track Chair

- Track Co-Chair, “Strategic Management and Entrepreneurship” Track, Decision Sciences Institute (DSI)

Annual Meeting, 2026.

Conference Session Chair

- POMS Annual Conference, 2015, 2018 - 2026.
- POMS-HK International Conference, 2011.
- INFORMS Annual Meeting, 2013, 2021-2024.
- INFORMS Healthcare Conference, 2015, 2026.
- DSI Annual Conference, 2016, 2017, 2019, 2025-2026.

INVITED SEMINAR TALKS

- Shanghai Jiao Tong University, “Empirical research on industry concentration and supplier differentiation and on inspection in US nursing homes,” 2024.
- University of Science and Technology of China (Virtual), “Government support and cross-border innovation: The effect of China’s innovative city policy on Chinese firms’ patenting in the U.S.,” 2022.
- Shanghai Jiao Tong University, “Do suppliers’ environmental and product social practices drive strong preference of buyers? The moderating role of demand and supply uncertainty,” 2019.

CONFERENCE PRESENTATIONS (* PRESENTED BY CO-AUTHOR)

“Do announced and unannounced nursing home inspections improve conformance quality?”

- DSI Annual Conference, 2026.

“Evaluating the impact of telemedicine services on community health: A county-level analysis.”

- INFORMS Healthcare, 2026.
- Midwest Healthcare Management Conference, University of Illinois Urbana-Champaign (UIUC), 2025.

“Managing customer-service threads under regulatory shocks: Service sustainment and financial wellness in the loan industry.”

- POMS Annual Conference, 2026*.

“Supply chain financing and firm performance in emerging economies.”

- DSI Annual Conference, 2026.
- POMS Annual Conference, 2026*.
- IJOPM Hong Kong Workshop, co-organized by the International Journal of Operations & Production Management, 2026*.

“Emerging-economy patent reforms and firms’ outward innovation.”

- DSI Annual Conference, 2026.

“How do favorable and unfavorable audit outcomes impact supplier CSR risk?”

- POMS Annual Conference, 2023*, 2024.
- INFORMS Annual Meeting, 2022, 2024*.
- DSI Annual Meeting, 2023.

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

- POMS Annual Conference, 2024, 2025*.
- DSI Annual Meeting, 2023, 2024*, 2025*.

“Unraveling generative AI for effective mental support”

- INFORMS Annual Meeting, 2024*.
- CIST Annual Meeting, 2024*.

- POMS Annual Conference, 2025*.
- DSI Annual Meeting, 2025*.
- Virginia Research Seminar Series, 2025*.

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

- EurOMA, 2024*.
- POMS Annual Conference, 2022, 2023.
- DSI Annual Meeting, 2023, 2025.

“Does network help? Innovation during distressed times.”

- POMS Annual Conference, 2022, 2024, 2025.
- INFORMS Annual Meeting, 2023, 2025*.
- DSI Annual Meeting, 2023, 2025.

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

- POMS-HK International Conference, 2023.
- POMS Annual Conference, 2022, 2024.

“Emerging-economy patent regulation reforms and firm innovativeness abroad.”

- INFORMS Annual Meeting, 2024.
- AOM Annual Conference, 2021.

“Impact of foreign policy on domestic corporate innovation.”

- AOM Annual Conference, 2024*.

“A theory-based framework for understanding the effectiveness of generative artificial intelligence for mental support.”

- INFORMS Annual Meeting, 2024*.
- POMS Annual Meeting, 2024*.
- CIST, 2024*.

“AI spillover impact on real estate employment.”

- POMS Annual Meeting, 2025.
- INFORMS Annual Meeting, 2024*.
- CIST, 2024*.

“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

Summer 2021, S/F 2022-2026

Instructor, SCMA 675/OMBA 675, Operations Management.
Graduate students.

School of Business, Virginia Commonwealth University

F 2025

Instructor, SCMA 301, Business Statistics I.
Undergraduate students.

School of Business, Virginia Commonwealth University

S/F 2020-2021, F 2022-2024, F 2026

Instructor, SCMA 320, Production/Operations Management.

Undergraduate students.

School of Business, Virginia Commonwealth University

F 2019-2024

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, Ministry of Housing and Urban-Rural Development, China

2008

- Contributed to “Research on energy planning and policy making for rural areas in China,” a project supported by the national “Eleventh Five-Year Plan.”
- Collected and analyzed the raw data from four provinces in China; contributed to three survey reports published in the Ministry of Housing and Urban-Rural Development's in-house magazines.

INDUSTRY AND APPLIED EXPERIENCE

International Cooperation Office, Capital Medical University

2008-2009

Assistant to the Director. Coordinated international academic initiatives, scholarship programs, and student exchanges.

Wigix, Inc. 2008

E-Commerce Operations Intern. Collaborated with the technology team to improve online-shopping operations and customer experience.

Beijing Purkinje General Instrument Co., Ltd 2006

International Market Development Intern. Supported North American market development and the commercialization of new medical-instrument products.

GRADUATE STUDENT MENTORING

- Ph.D. Committee Member: Samaher Aljudaibi, Department of Information Systems, Virginia Commonwealth University, 2026.
- Ph.D. Committee Member: Steve Essi, Department of Information Systems, Virginia Commonwealth University, 2024.
- Ph.D. Committee Member: Seonjun (Sean) Kang, Department of Information Systems, Virginia Commonwealth University, 2023.
- Self-Guided Seminar Guidance (M.S. student): Max Argueta, Department of Supply Chain Management and Analytics, Virginia Commonwealth University, 2024.

METHODS, TECHNICAL SKILLS, AND QUALIFICATIONS

- Research methods: Empirical and computational methods, including statistical analysis, econometrics, data analytics, causal inference, machine learning, natural language processing, and large language models.
- 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, China (certificate for computer technology and software professional and technical qualification).
- Test for English Majors – Levels 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).
- Richmond Association for Business Economics.