

Perspectives

The Newsletter for the Operations & Supply Chain Management Division

Vol. 48, No. 1

Summer 2021



**BRINGING
THE MANAGER
BACK IN MANAGEMENT**
81st Annual Meeting of the Academy of Management
30 July – 3 August 2021 | A Virtual Experience

The virtual annual meeting is approaching. This newsletter helps you start preparing. As a special member service, this newsletter features the full OSCM Division conference program. **Enjoy your Summer!**

Inside this issue:

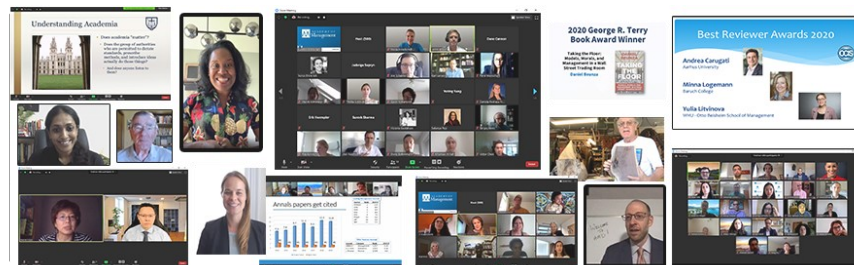
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From our 2021 Past Division Chair

Dear OSCM Community,

We would like to thank you for participating in two important votes over the Summer. The first important vote was for our next PDW Chair. We had three very strong candidates for the open position, and the election results were very close. We would like to congratulate Dr. Veronica Villena who will be starting in this position at the 2021 AOM Conference. Dr. Villena is an associate professor of supply chain management at Arizona State University. Her research focuses on how companies engage their global supplier networks to achieve economic, environmental, and social outcomes. Her work has been published in a variety of prestigious journals, including *Journal of Operations Management*, *Production and Operations Management*, *Journal of Management*, *Journal of Supply Chain Management*, and *Harvard Business Review*. Read more about her background and ideas for the OSCM division on page 7 of this newsletter.

The second important vote provides our division with an approved governance document. As you may recall, the OSCM Division did not have official Bylaws that governed our operations. Dr. Sean Handley lead this very important effort to create our first set of Bylaws. Thanks to Sean's hard work and your approval, we now have an established set of operating procedures.



Sneak preview of the 2021 AOM Annual Meeting platform

The annual meeting will be held from 29 July until 4 August 2021. Everyone is welcome to attend our division's business meeting on 1 August 2021, which will be accessible through the AOM virtual platform. You will need to register for the AOM Annual Meeting in advance at <https://aom.org/events/annual-meeting>.

We are very excited about our conference program and look forward to interacting with you there.

Warm Regards,

David Cantor
2021 Past Division Chair



Perspectives is the official newsletter for the OSCM Division of the Academy of Management. The newsletter serves to inform the membership of important events, news, and achievements of the OSCM Division and its members. This edition was edited by Dr. Desirée van Dun and Dr. Henrik Franke. Items for inclusion in the newsletter should be sent to: Dr. Henrik Franke, ETH Zürich. Email: hfranke@ethz.ch.

2021 Division Chair Message

Dear Fellow OSCMers,

Welcome!

I am writing to you with the hope that we are slowly but surely turning the corner in our fight against the COVID 19 pandemic. What an incredible year the last year has been -- we have not only managed to survive, but learned to thrive during it.

And that brings me to the upcoming 2021 Annual AOM Conference, which will again be held virtually. Arguably, we are now pros at holding virtual events seamlessly, and this will be no different. We had a record number of paper submissions to the OSCM division. Thanks to a very active, involved, and diligent group of reviewers, and a slight change in acceptance policy at the AOM, a larger number of papers could be included in the program. The outcome is an intellectually stimulating and an invigorating OSCM Division Program.

I also want to share some strategic initiatives that are under consideration at this time. A key goal for OSCM is to expand our membership base as we continue to remain one of the smallest AOM divisions, despite our committed membership base. To that end, the most immediate initiatives are better outreach via more active social media and online presence and better and higher value-add by carefully looking at ways to provide value to our existing members and recruiting new members is critical. The executive board is putting together a plan to better connect our members by extending our communications capacity to connect people in AOM and OSCM across the globe and especially in traditionally underrepresented groups.

We plan to substantially supplement and extend our two current channels, social media (including on **Twitter** (@OSCM_AOM) and **LinkedIn** (<https://www.linkedin.com/company/aomconnect/>), the **OSCM website** (oscm.aom.org), and perhaps even record new episodes as part of our **OSCM Podcast series** [Listen to the Editors](#). We further hope to improve the user experience on these platforms and increase engagement through the creation of discussion forums, visual media, and blog posts. As part of this, we hope to get you as our members involved and will invite you to blog posts and create social media discussions before and after events such as OSCM workshops and the Annual Meeting. I hope that you will be willing to participate in this "growth" endeavor.

For now, here are some further updates:

- On page 3, Program Chair Stephanie Eckerd provides her report on what promises to be another superb program this August.
- On page 4, PDW Chair Kai Foerstl gives you the details of all of our PDWs & Consortia.
- On the same page, Doctoral Consortium and Junior Faculty Consortium co-coordinators Desirée van Dun and John Aloysius provide a brief description of the awesome program they have put together.
- Finally, our activities would not be possible without the generous financial support of all of our sponsors (see page 9). We keep the details of all of our sponsors online and updated all the time, and I encourage you to have your organization join in supporting OSCM.

On behalf of the entire executive committee, I thank you for continuing to make OSCM your home. I urge you to bring your friends and colleagues to the division activities, and encourage them to become division members. You can begin by attending the OSCM Division Business Meeting (Session #562) on August 1 from 11:00AM to 12:30PM. I look forward to seeing you there.

Lastly, I cannot thank all the current and the new members of the executive committee enough, including Veronica Villena as 2022 PDW Chair and Henrik Franke as incoming newsletter editor and Desirée van Dun as the outgoing newsletter editor. Also, we say goodbye and sincere thank you to our past division chair: David Cantor. He has been a great asset to the team and has shown great leadership within our community. The OSCM Division activities would not be possible without their tireless efforts.

All the executive committee members hope that you and yours continue to remain safe and sound in the coming months.

Best wishes,

Rachna Shah
2021 Division Chair



2021 Virtual AOM OSCM Division Annual Meeting



Dear OSCM Members,

The OSCM Executive Board members and I are excited to see you all at the AOM Annual Conference, to be held virtually once again this year. I am sure we are all hopeful that this will be the last virtual conference for a long while, but we have organized an exciting and intellectually stimulating virtual conference schedule. **All of your favorite sessions will be back**, along with a few new ones:

- The Joint Doctoral Student & Junior Faculty Consortium,
- Two Professional Development Workshops,
- Three Best Paper Award Sessions,
- Award and information sessions hosted by two of the premier journals in our field – JOM and JSCM,
- A journal editor's panel featuring editors from five of our field's leading journals,
- A plenary panel discussion featuring an Academic-Practitioner partnership,
- Several virtual socials,
- And much more!

The AOM Program Team learned a lot from last year's virtual conference, and **this year we are able to host significantly more sessions in a live format** – including all of the OSCM Division's sessions! While we did our best to schedule sessions at a time that was convenient to our presenters, we know there will be time zone challenges once again. Please note that all sessions in the OSCM Division will be recorded and immediately available for member viewing.

In addition to the activities hosted by our division, there are numerous other opportunities to engage this year, all via the one-stop virtual event platform **Pathable**. This is the same platform used as last year, but this year we have added new session formats to allow for improved audience engagement. Through this platform, you will be able to access:

- Synchronous and asynchronous paper sessions, professional development workshops, symposia and more hosted by any of the Academy's numerous divisions and interest groups,
- Live sessions and recordings of any sessions you may miss (no tough decisions between two sessions scheduled for the same time slot!),
- Advanced reading materials, recordings, and presentation materials in order to make the most of live session time,
- Participation in the Virtual Career Fair,
- Information from publishers and other vendors at the Virtual Exhibit Hall.

Finally, a sincere thank you to all of our volunteers and contributors who make this conference such a successful event. We had 107 people devote their time as reviewers of the 80 paper submissions that our division received. As always, acceptance decisions are competitive at AOM, but we were able to accept 65% of the submissions this year. Again, thank you for turning out in another virtual conference year!

If you need further reason to attend this year's virtual conference, or are just seeking even more information on what is in store, please visit <https://aom.org/events/annual-meeting>, and be sure to register early for discounted registration rates: <https://aom.org/events/annual-meeting/registering-and-attending>. Please check the AOM website regularly for information as it becomes available, including the full 2021 annual meeting program: <https://aom.org/events/annual-meeting/annual-meeting-program>. Please be sure to also check the OSCM Division homepage for division-specific news and announcements: <https://oscm.aom.org/home>, and make sure your personal settings allow for email communications from us.

Take care and see you online soon!

Stephanie Eckerd
2021 Program Chair



OSCM Division Professional Development Workshops 2021

We are excited about the PDWs on OSCM's schedule for the 2021 virtual conference: Bringing the Manager Back Into Management Research. As in previous years, we will host a doctoral student and junior faculty consortium, led by Desirée van Dun (University of Twente) and John Aloysius (University of Arkansas): Additional details regarding the consortium can be found below. We are very pleased to be offering all of our PDWs in a synchronous format. All sessions will also be recorded and available for asynchronous viewing during the conference and for several weeks following.

#95: A Primer on Endogeneity and Instrumental Variable Regression

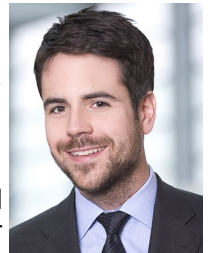
Organizer: Xiaosong Peng (Lehigh University)

Focus: This workshop introduces the concept of endogeneity and outlines its causes, and provides an overview on how researchers may address endogeneity in both the research design phase and the data analysis phase. It also provides suggestions for reviewers when evaluating the endogeneity problems in submitted manuscripts. Lastly, the workshop provides a walkthrough of instrumental variable regression, the most widely used analysis technique to address endogeneity in empirical research in the field of operations and supply chain management. A publicly available dataset is used to demonstrate the instrumental variable regression technique step-by-step.

#213: Contemporary Challenges in Empirical Research Methods: Learnings from the ERM Department at JOM

Organizer: Guangzhi Shang (Florida State University)

Focus: In Part I, the department editors of the Journal of Operations Management will discuss the role of the methods department and current initiatives. The organizers also summarize the method-paper proposals that we would like to encourage. The department is seeking to expand its reviewer base, and we will share what is expected of a methods reviewer. In Part II, the department editors will summarize this year's commonly encountered methodological issues and share the methods-check routine for manuscripts that have been submitted to JOM. In Part III, the key methodological developments that are important for JOM authors to be aware of, and also offer pointers for successful implementation of that material.



Kai Foerstl

Note that we also co-sponsor other PDWs, see page 4 and 5 for a full overview. 2021 PDW Chair

OSCM Division Junior Faculty and Doctoral Consortium 2021

We look forward to hosting our division's annual junior faculty and doctoral student consortium during two half-day sessions, on Friday July 30th and Saturday July 31st, 8:00AM – 11:30 AM (EDT). We have no less than 32 international participants (doctoral students and junior faculty) from all over the globe (on five continents: ranging from Australia, Asia, Europe, and Africa to Northern America), and 12 international and experienced mentors. We are grateful these highly esteemed mentors are willing to join us again!

Taking the learnings from previous year's very-first virtual edition, this year's consortium will integrate the usual incubator mentoring sessions, plus even more social networking, publishing and job market tips and tricks, an interactive ethical dilemma game and an exciting Learning from the Giants session with OSCM-distinguished scholar Prof. Lisa Ellram, James Evans Rees Distinguished Professor of Supply Chain Management, Farmer School of Business, Department of Marketing, Miami University. Next to this, there will be some asynchronous pre-work regarding podcasts with prominent journal Editors and short videos to introduce the participants. This way, we intend to offer meaningful value, encouragement, and learning to all participants and their mentors.

We hope to have a lot of fun! We look forward to seeing the participants and mentors, virtually!

In case you are a doctoral student or junior faculty who is not yet on the participant list, and this creates some appetite, make sure to apply next year!

With warm regards,

Desirée van Dun
Doctorial Consortium & Junior
Faculty Coordinator



John Aloysius
Doctorial Consortium & Junior
Faculty Coordinator



OSCM Division 2021 Online Program

The overview in the below presents the synchronous portion of the OSCM program:

Time (EDT time zone)	Type	Session Title	Chair/Coordinator(s)
Friday 30 July			
8:00AM - 11:30AM	Consortium	#35: OSCM Joint Doctoral Student & Junior Faculty Consortium (Part 1)	Desirée van Dun (d.h.vandun@utwente.nl) John Aloysius (jalloysius@walton.uark.edu)
10:30AM - 12:00PM	PDW	#95: A Primer on Endogeneity and Instrumental Variable	Xiaosong Peng (xip320@lehigh.edu)
12:30PM - 02:00PM	Paper Session	#141: Best Student Paper Award	Kai Foerstl (Kai.Foerstl@ebs.edu)
01:00PM - 04:00PM	PDW	#149: A Best-Practice Guide for Publishing Registered Reports in Management Research	Kai Foerstl (Kai.Foerstl@ebs.edu)
Saturday 31 July			
08:00AM - 09:30AM	PDW	#213: Contemporary Challenges in Empirical Research: Lessons from the ERM Department at JOM	Guangzhi Shang (gshang@business.fsu.edu)
8:00AM - 10:30AM	Consortium	#254: OSCM Joint Doctoral Student & Junior Faculty Consortium (Part 2)	Desirée van Dun (d.h.vandun@utwente.nl) John Aloysius (jalloysius@walton.uark.edu)
10:30AM - 11:30AM	Social	#319: OSCM Doctoral Consortium Social <i>All OSCM members are invited to join!</i>	Desirée van Dun (d.h.vandun@utwente.nl) John Aloysius (jalloysius@walton.uark.edu)
01:00PM - 02:30PM	PDW	#379: Journal of Operations Management (JOM) Session	Tyson Browning (t.browning@tcu.edu); Suzanne de Treville (suzanne.detreville@unil.ch)
02:00PM - 03:30PM	PDW	#399: The Sustainability Mindset Indicator	Isabel Rimanoczy Beate Klingenberg
Sunday 1 August			
08:00AM - 09:30AM	Paper Session	#483: Knowledge Management	Stephanie Eckerd (seckerd@utk.edu)
09:30AM - 11:00AM	Paper Session	#519: Healthcare Management	Stephanie Eckerd (seckerd@utk.edu)
10:00AM - 11:00AM	Social	#533: OSCM Division New Member Café	Desirée van Dun (d.h.vandun@utwente.nl)
11:00AM - 12:30PM	Meeting	#562: OSCM Division Business Meeting	Rachna Shah (shahx024@umn.edu)

Do you want to “tweet the meeting”?
Please make sure to tag @OSCM_AOM and #AOM2021



OSCM Division 2021 Online Program (continued)

Time (EDT time zone)	Type	Session Title	Chair/Coordinator(s)
Sunday 1 August (continued)			
01:00PM - 02:30PM	Plenary	#607: OSCM Division Plenary Session: <i>A special panel of experts from the healthcare industry will discuss how business schools can benefit from collaboration with industry and vice versa</i>	Stephanie Eckerd (seckerd@utk.edu)
Monday 2 August			
07:30AM - 09:00AM	Paper Session	#342: Worker Management Issues	Stephanie Eckerd (seckerd@utk.edu)
09:00AM - 10:30AM	Meeting	#792: OSCM Division Meet the Journal Editors Panel	Stephanie Eckerd (seckerd@utk.edu)
10:30AM - 12:00PM	Meeting	#853: Journal of Supply Chain Management (JSCM) Awards Presentation	Barb Flynn (bbflynn@iu.edu); David Cantor (dcantor@iastate.edu); Mark Pagell (mark.pagell@ucd.ie)
12:00PM - 01:30PM	Paper Session	#912: ISM Best Paper Award Session	Wendy Tate (wendy.tate@utk.edu)
02:00PM - 03:30PM	Paper Session	#963: Sustainability Issues in OSCM I	Stephanie Eckerd (seckerd@utk.edu)
03:30PM - 05:00PM	Paper Session	#989: Inter-organizational Relationships	Stephanie Eckerd (seckerd@utk.edu)
Tuesday 3 August			
06:00AM - 07:30AM	Paper Session	#1075: Intra-organizational Perspectives	Stephanie Eckerd (seckerd@utk.edu)
08:00AM - 09:30AM	Paper Session	#1119: OSCM Division Chan Hahn Best Paper Award	Stephanie Eckerd (seckerd@utk.edu)
08:00AM - 09:30AM	PDW	#1121: Necessary Condition Analysis (NCA): Logic, Theory, Methodology, and New Applications	Kai Foerstl (Kai.Foerstl@ebs.edu)
10:00AM - 11:30AM	Paper Session	#1183: Technology Management	Stephanie Eckerd (seckerd@utk.edu)
12:00PM - 01:30PM	Paper Session	#1255: Sustainability Issues in OSCM II	Stephanie Eckerd (seckerd@utk.edu)
02:00PM - 03:30PM	Paper Session	#1302: Interfaces	Stephanie Eckerd (seckerd@utk.edu)
03:30PM - 05:00PM	Paper Session	#1327: Policy Issues in OSCM	Stephanie Eckerd (seckerd@utk.edu)

The full 2021 Annual Meeting program can be accessed now via:
<https://aom.org/events/annual-meeting/annual-meeting-program>.

Do you want to “tweet the meeting”?
Please make sure to tag @OSCM_AOM and #AOM2021



NEW SECTION: Learning from Failure Stories

This new section in the OSCM Division Newsletter is designed particularly for young scholars and PhD students to provide learnings from established scholars in the field that are ready to openly share a failure story. The failure stories offer special — be that memorable, inspiring, funny, or odd — anecdotes that are interesting to read and hopefully useful to others. We are grateful that Mark Pagell makes the start of this section!

My sense is that when Henrik asked me to share a failure that other people — especially earlier career academics — might learn from, he was imagining a specific event. For instance, I once emailed my sister while out drinking with Brian Fynes ... except in my contact list my sister's email address is next to Tingting Yan's. Tingting, not my sister received my ramblings and a picture of a lovely pint of Guinness. That was clearly a failure. But I am guessing most people already know to never email while drinking; let alone when out for a pint in Dublin.

Most of my other failures which were tied to a specific event involve teaching. But I am cognizant that teaching success or failure is often dependent on both the person doing the teaching and the context in which they teach. Plus while their public nature can make teaching failures very painful, they also tend to be over relatively fast: though 15 weeks of students rolling their eyes at you can seem like an eternity.

This then left a different form of failure; the decisions I end up regretting even if they seemed like a good idea when made. These decisions generally involve agreeing to do something for the wrong motivations; typically due to egotistical thinking or focusing only on outcomes. And the fallout from these failures persists over years not weeks.

For instance, a student once asked me to be their PhD supervisor; except the student already had a supervisor. This was a bit odd. But the student assured me that because I was a vastly superior academic that I -unlike the current supervisor - would help the student to reach their full potential. The right response to this flattery would have been a conversation with the student's current supervisor. But as a vastly superior academic there was no need to find out about the student's difficulty in taking feedback, trouble meeting deadlines, or likelihood to blame others when they made mistakes. Because my ego said yes, I spent over a year learning what the previous supervisor already knew, and then another 2 years trying to fix the mess. The student also lost out; especially when it came to building social capital or developing some of the 'softer' research skills such as collaboration and responding to well-founded criticism.

Equally decisions driven by outcomes, tend to turn out poorly. Certainly you will say yes to things like serving on a curriculum committee for instrumental reasons. But, when asked to be a co-author on a project your reasons for saying yes should be related to the topic and the people involved, not the target journal or perceived ease of getting a 'quick hit'. I have done great projects in terms what was learned and disseminated, that got published in 'b journals' and or that never got cited. I have also done projects that ended up in our best journals with people I will never work with again.

Rigorous and important research does not happen quickly or by accident. People who only care about the outcomes are willing to cut corners, engage in questionable research practice, and rarely put in the time even if they have the skills; they are lousy co-authors. They waste your time, spend your social capital, and take credit for the work of others.

Research projects often end up taking years. And by the time you discover that you would have been better off if you had not taken on the project, you are facing either abandoning the project or spending a few more years picking up the slack for your less than awesome co-author; a lose lose proposition.

I still sometimes forget these lessons when someone massages my ego and or dangles a reward in front of my eyes (the combination is deadly). And certainly the likelihood of forgetting said lessons goes up with your Guinness consumption.

Thank you so much, Mark, for being a pioneer in this new section! May your Guinness always be well poured.



Professor Mark Pagell
UCD Michael Smurfit
Graduate Business School,
Dublin

Interview with New OSCM Division Committee Member

This Summer, **Dr. Veronica Villena** will start her five-year term as an executive committee member; her first role will be 2022 PDW chair. We interviewed her to learn more about her background and ambitions with the OSCM division.

For those amongst us who do not yet know you, could you please briefly introduce yourself? I am an associate professor at Arizona State University. I got my MBA and PhD degrees from IE Business School. Before academia, I worked as an auditor for five years visiting hundreds of suppliers worldwide. This job was very instrumental to determine my research agenda. My research focuses on three areas: sustainable supply networks, procurement, and buyer-supplier relationships. I have used several methods—qualitative and quantitative—and often combined them in my projects. I enjoy working with companies, industry organizations, and NGOs to discover how each can individually and collectively contribute to build supply networks that are sustainable in the long run.

If we go back a bit further, what made you take a job in academia? I always wanted to be a professor! When I was an undergraduate, I spent so much time talking to my faculty about their profession. I knew being a professor was my vocation. The question for me was when I could leave industry to begin my doctoral degree. My job as an auditor was super interesting and stimulating. I learned so much from each supplier visit and worked with brands to address non-conformities. After my MBA, I followed the advice of Dr. Santiago Kraiselburd (who was one of my favorite professors at IE Business School). He convinced me to apply for IE's PhD program. I remember that I almost quit during my doctoral program because the work environment was so different from what I was used to in industry. In hindsight, I believe I made the right decision at the right moment.

You have already volunteered before as a OSCM Division Joint Junior Faculty & Doctoral Consortium coordinator. What made you accept the nomination for PDW Chair? I have always felt that our OSCM division has offered so much to its members. For instance, I enormously benefited from the Doctoral Consortium when I was a PhD student. I remember how Aleda Roth, Johnny Rungtusanatham, and Thomas Gattiker provided invaluable feedback to my dissertation. The networking opportunities and high-quality sessions are invaluable for all. So, it is time for me to pay back. I am very humble that our division has elected me in this position.

Being an executive committee member, which goals would you like to achieve for the OSCM Division? This is a very good question. I would like to work with everyone to provide resources and create proper incentives to promote *research with impact*. This is an ongoing conversation in many divisions, and we cannot afford to be behind. This goal will require effort from all: PhD students, faculty, editors, department chairs, and deans. Many of the grand societal challenges we currently face (e.g., COVID-19 and climate change) require innovative solutions, and we need to aim to create and design such solutions. Secondly, I aim to build a more diverse, equitable and inclusive, division. I invite everyone to bring ideas to any committee member on how we, as a community, can grow in a more sustainable way. Certainly, the OSCM division committee doesn't have all the answers. We need your help!

What would you like to keep and is there anything you would like to change for the better? There are so many things that work really well in our division. But going back to promote *research with impact*, we should perhaps develop a closer relationship with the prominent professional organizations (e.g., ISM, CAPS Research, CSCMP and ASCM) and invite a few practitioners to our conference. We also need to create a culture where we can feel comfortable having "difficult" conversations. It is time to move from our comfort zone and address the hidden problems that some of our members face in solitude.

We all had to deal with severe changes in the past months. What is your take away on remote teaching? Indeed, there have been many challenges during the last months. My main take away is to be flexible. My procurement class is discussion based, but how do you achieve that virtually? Well, I used several tools: running quick surveys, creating discussion boards, promoting small group discussion, and creating a challenging learning environment. I also had evening office hours because almost 25% of my students were in Asia and Europe. My students certainly appreciated that I was trying to be "close" to them, even with my own limitations of time. Teaching virtually took me more time than I usually invest in a normal semester, but I was happy to see that my students comprehend the relevance of procurement practices/policies and how they affect suppliers' behaviors and operations.

Thanks for sharing your ideas, Veronica, and good luck!



Hats off to our 2021 OSCM Division Sponsors

Our sponsors that have pledged as of July 1, 2021:

Platinum:



Gold:



Silver:



Neeley School of Business



UCD Lochlann Quinn School of Business

Bronze:





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Follow our [@OSCM_AOM](https://twitter.com/OSCM_AOM) Twitter account to stay up to date!



Torbjørn Netland @tn... · 03-05-2021 ***
@sdetreville & @TysonBrowning4: The answer to your #POMS2021 #eDebate question (will every operation benefit from becoming more lean?) is 66.2% "yes" 🟢 and 33.8% "no" 🚫 (N=65). Looking forward to your interpretations 😊 @PomsSociety @OSCM_AOM @JournalofOpMgmt



Jury Gualandris @Jur... · 07-04-2021 ***
Als antwoord op @ETH_Management @OSCM_AOM en 11 anderen
Congrats! We too got selected with a paper that empirically unpacks selective and collective cohesion effects in supply networks, in the context of environmental transparency! The OSCM community flies strong :) #SupplyChain #supplynetwork #environment #diffusion



Ali Z. Bigdeli @DrAliB... · 08-04-2021 ***
Delighted that our paper on #servitization and organisational boundary has been selected as a finalist for the Best Paper Award in the Academy of Management's @OSCM_AOM Division! @AOMConnect @SchroederAn @oomidvar pic.twitter.com/qcQVsYUjP5