**Keynote Panel: Responsible Research in Management**

Chair: Anne S. Tsui, University of Notre Dame, Peking University

Presenters: Greg Distelhorst, University of Toronto, Canada

Wendy Smith, University of Delaware, USA (via internet)

Yong Hyun Kim, Hong Kong University of Science and Technology, China

Editor Discussants: Peter Bamberger, Academy of Management Discoveries

Henrich Greve, Administrative Science Quarterly

Laszlo Tihanyi, Academy of Management Journal

Executive Discussants: Jianwen Liao, JD.com, China

Jun Zhou, Shanghai Industrial Investment (Holdings) Corporation

**Keynote Panel Description**

The purpose of this keynote panel is to feature a few research projects that have won the Responsible Research in Management Award in 2019 and 2020. These studies exemplify the seven principles of responsible research in that their findings are judged to be highly credible and the knowledge potentially (or already) useful for policy or practice. The winners will share their motivation, experience and lessons learned from these research projects. The editor commentators are from the journals that have published most of these award-winning papers. They will offer their views on these works, their journals’ policies about responsible research, and advice on connecting our scholarship to the major challenges in our world. The two executive commentators served as reviewers of the Responsible Research in Management Award. They represent a private domestic enterprise in the e-commerce industry, and a municipality (state)-owned conglomerate. Their remarks will focus on their opinions of responsible research and the issues within their business domains that would benefit from more high quality and practically useful academic research.

**Presenters**

1. **Greg Distelhorst: Does lean improve labor standards?**

**2019 Distinguished Winner Award:**

[Distelhorst, G., Hainmueller, J., & Locke, R. M. (2016). Does lean improve labor standards? Management and social performance in the Nike supply chain. Management Science, 63(3), 707-728.](https://pubsonline.informs.org/doi/abs/10.1287/mnsc.2015.2369)

**Abstract**: This study tests the hypothesis that lean manufacturing improves the social performance of manufacturers in emerging markets. We analyze an intervention by Nike, Inc., to promote the adoption of lean manufacturing in its apparel supply chain across 11 developing countries. Using difference-in-differences estimates from a panel of more than 300 factories, we find that lean adoption was associated with a 15 percentage point reduction in noncompliance with labor standards that primarily reflect factory wage and work hour practices. However, we find a null effect on factory health and safety standards. This pattern is consistent with a causal mechanism that links lean to improved social performance through changes in labor relations, rather than improved management systems. These findings offer evidence that capability-building interventions may reduce social harm in global supply chains.

**Biography**: **Greg Distelhorst** earned his PhD at the Massachusetts Institute of Technology and is an assistant professor at the University of Toronto, appointed at the Rotman School of Management and the Centre for Industrial Relations and Human Resources. His research focuses on multinational corporations, global trade, and worker rights, as well as politics and policy in contemporary China. To understand the drivers of labor violations in the developing world, he has analyzed internal data from large multinationals including Nike, Gap Inc, and HP. His research appears in peer-reviewed journals of management and political science, such as *Management Science*, *American Journal of Political Science*, *Industrial and Labor Relations Review*, *The Journal of Politics*, *Comparative Political Studies*, and the *Quarterly Journal of Political Science*. He previously lived in China for five years, including fellowships through the U.S. Fulbright Program and the Yale-China Association.

**2. Wendy K. Smith: Bowing Before Dual Gods.**

**2020 Distinguished Winner Award:**

[Smith, W. K., & Besharov, M. L. (2019). Bowing before dual gods: How structured flexibility sustains organizational hybridity. *Administrative Science Quarterly*, *64*(1), 1-44.](https://journals.sagepub.com/doi/abs/10.1177/0001839217750826)

**Abstract**: Organizations increasingly grapple with hybridity—the combination of identities, forms, logics, or other core elements that would conventionally not go together. Drawing on in-depth longitudinal data from the first ten years of a successful social enterprise—Digital Divide Data, founded in Cambodia—we induce an empirically grounded model of sustaining hybridity over time through structured flexibility: the interaction of stable organizational features and adap- tive enactment processes. We identify two stable features—paradoxical frames, involving leaders’ cognitive understandings of the two sides of a hybrid as both contradictory and interdependent, and guardrails, consisting of formal structures, leadership expertise, and stakeholder relationships associated with each side—that together facilitate ongoing adaptation in the meanings and practices of dual elements, sustaining both elements over time. Our structured flexibility model reorients research away from focusing on either stable or adaptive approaches to sustaining hybridity toward understanding their interaction, with implications for scholarship on hybridity, duality, and adaptation more broadly.

**Biography**: **Wendy Smith** earned her PhD at Harvard Business School and is a Professor of Leadership at the Lerner College of Business and Economics at the University of Delaware, and co-founder of the Lerner Women’s Leadership Initiative. She studies how leaders and organizations navigate ongoing strategic paradoxes, such as those between today and tomorrow, global integration and local adaptation, social mission and financial performance. Her research on the nature and management of strategic paradoxes has been published in journals such as *Academy of Management Journal, Academy of Management Review*, *Administrative Science Quarterly, Organization Science*, *Management Science* and *Harvard Business Review*.  Wendy is co-founder of the blog [www.leveragingtensions.com](http://www.leveragingtensions.com/) which shares ideas between practitioners and scholars about managing paradox and a founder and co-leaders of the Women’s Leadership Initiative @ UD.

**3. Yong H. Kim: Challenges for Global Supply Chain Sustainability.**

**2020 Distinguished Winner Award:**

[Kim, Y. H., & Davis, G. F. (2016). Challenges for global supply chain sustainability: Evidence from conflict minerals reports. *Academy of Management Journal*, *59*(6), 1896-1916.](https://journals.aom.org/doi/abs/10.5465/amj.2015.0770)

**Abstract**: The vertically integrated corporation of the 20th century has been replaced by dis- aggregated global supply chains across many industries. Disintegration can reduce costs, but also limits the ability to monitor and control critical processes, including labor practices and the sourcing of supplies. This article asks: What organizational factors distinguish corporations that are able to vouch for their supply chains from those that are not? Section 1502 of the Dodd–Frank Act of 2010 gave companies over three years to determine and report on whether their products contained “conflict minerals” from the Democratic Republic of Congo area. Our analysis of every conflict minerals report submitted to the Securities and Exchange Commission by over 1,300 corporations found that almost 80% admitted they were unable to determine the country of origin of such materials, and only 1% could certify themselves conflict-free with certainty beyond reasonable doubt. Internationally diversified firms and those with large and more dispersed supply chains were less likely to declare their products conflict-free: complexity reduces the visibility of a firm’s supply chain. Our results suggest that widespread outsourcing may have reduced the corporate sector’s capacity to account for the practices that yield its products.

**Biography: Yong Kim** is an assistant professor at the Hong Kong University of Science and Technology’s Department of Management. His research interests include social networks, corporate accountability, social movements, and “big data” applications to organizational research. His dissertation explores how firms manage their network of suppliers to achieve business and sustainability objectives, and it has received several recognitions including the William C. Frederick SIM Doctoral Dissertation Award and the Emerald Best International Dissertation Award from the Academy of Management. He also has a particular interest in exploring the shortcomings of embeddedness in inter-personal and inter-organizational networks. His research has appeared in journals including *Academy of Management Journal* and *Administrative Science Quarterly*. He obtained his Ph.D. in Business Administration from the University of Michigan in 2017, where he was also a Dow Sustainability Doctoral Fellow.

**Editor Commentators**

**Peter Bamberger** is the Simon I. Domberger Chaired Professor of Organization and Management, and Head of the Organizational Behavior Department at the Coller School of Management, Tel Aviv University. He is the Editor of the *Academy of Management Discoveries*. Entering the field of management with the mission of using scholarship to improve the lives of working women and men, his research aims to bring under-addressed workplace issues into the public spotlight and offer evidence-based insights to inform change in management policy and practice.

**Henrich Greve** is the Rudolf and Valeria Maag Chaired Professor in Entrepreneurship at INSEAD. He is the Editor of *Administrative Science Quarterly.*

**Laszlo Tihanyi** is Professor of Management and the Robyn L. and Alan B. Roberts Chair in Business in the Mays Business School at Texas A&M University. He is the Editor of the *Academy of Management Journal.*

**Executive Commentators**

**Jon Jianwen Liao** is Chief Strategy Officer of JD.com, a Chinese e-commerce company headquartered in Beijing. It is one of the two massive B2C online retailers in China by transaction volume and revenue, a member of the Fortune Global 500 and a major competitor to Alibaba-run Tmall. Jon Liao joined JD in April 2017. Prior to joining JD, Jon Liao served as Professor of Strategy and Innovation and Associate Dean at Cheung Kong Graduate School of Business. He received his PhD from Southern Illinois University, USA.

**Jun Zhou** is the President of the Shanghai Industrial Investment (Holdings) Corporation, China, a conglomerate company consisting of real estate, infrastructure, medicine and consumer products businesses in Shanghai, China. Jun Zhou also is a graduate of the DBA program, jointly organized by the Arizona State University (USA) and Shanghai Advanced International Finance Institute, Shanghai Jiao Tong University, China.

**Chair of the Panel**

**Anne S. Tsui** is the Distinguished Adjunct Professor at the University of Notre Dame, and Motorola Professor of International Management Emerita at the Arizona State University. She also is a Distinguished Visiting Professor at both Fudan University School of Management and Guanghua School of Management Peking University. She is a co-founder of the Responsible Research in Business and Management, Founding President of IACMR, Founding Editor in Chief of *Management and Organization Review*, 67th President of the Academy of Management, and 14th Editor of the *Academy of Management Journal*.