

UCMT August 2022 Special issue Newsletter

Session 570: DT Creating Better World

Digital Transformation In China

Gary Shi
DBA
Head of Intelligent M...

TCL China Star Optoelectronics Technology



Sign In



ACADEMY OF Management

Post-AOM Micro-conference

DIGITAL HEALTH MANAGEMENT

HCM Health Care Management

Welcome:

Sara Singer
Stanford University

Emmanuel Monod,
UCMT Shanghai
and Paris-Dauphine University

In partnership with CTO and MCD, divisions of the Academy of Management

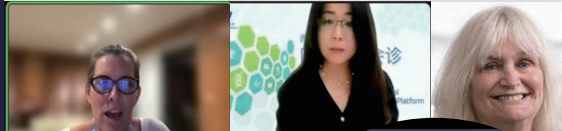
Pre-AOM conference on "AI and digital transformation"

Thursday Aug. 4th at 7 pm Pacific time USA
Friday 5th at 10 am Beijing time

Keynote: A. Burton-Jones, editor in chief, MISQ

CTO Communication Digital Technology and Organization

ACADEMY OF Management MANAGEMENT CONSULTING DIVISION



Recording...

ACADEMY OF Management

École des Ponts business school

AT&S

Societal impact on China

Connected Intelligent Automated

People Technology Process

ACADEMY OF Management

KEYNOTE Denise Rousseau
Carnegie-Mellon University, USA
Former president of the AOM

Facilitator: Emmanuel Monod, UCMT Shanghai and Paris-Dauphine University

ACADEMY OF Management

KEYNOTE Tom Cummings
University of Southern California, USA
Former president of the AOM

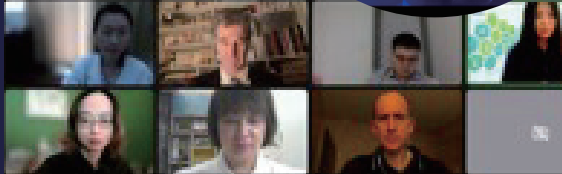
Facilitator: Christy Backhaus, Napier University, UK

What does DBA bring to us?

- Better time management
- Stand on the shoulders of giant
- Makes us easier to get recognition
- Scientific management theory
- Surround yourself with great people

Fynmi Zhang
HIK VISION Business Process and C Consultant

UCMT École des Ponts business school



ACADEMY OF Management

École des Ponts business school

AT&S

Societal impact on China

Connected Intelligent Automated

People Technology Process



UCMT newsletter

August 2022

Special issue:

UCMT students at AOM 2022



It is a great experience to interact with international scholars on top academic platforms @ AOM!

by Naja (Zhang Yue) /UCMT/Ecole des Ponts Business school /DBA

Connect @AOM 2022: we are called the brave ones! By Vicky (Xu Yingyi) /UCMT /ISTEC /DEM



It's my honor to present a live case which combines the western management theory and oriental practice to AOM ! By Edward (Zhao Jian)/ UCMT/ NEOMA/ DBA

Wow! How exciting learning journey in 2022 AOM ! "The magic bridge brings me" a DHM & medical doctor" to a opening" colourful cross-industry communication! world! @ AOM by Li Li / UCMT / MOMA / DHM



Yes, I am a Scholar Practitioner, I am encouraged by DBAs all the world @ AOM! by Fymmi (Zhang Yanfei) /UCMT/Ecole des Ponts Business School /DBA

What a Fantastic and academic night for presentation @ AOM! by Joyan Hayashi /UCMT /MOMA/DHM



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Guest editor: Professor Emmanuel Monod, vice-president, UCMT

FROM THE CHAIRMAN

Dr. Jiang
Yuewei,
UCMT
Chairman,
Chairman of
CMA,
UNESCO

UCMT is committed to building a future-oriented integrated applied research institute without limit of time, space, boundaries and disciplines.

UCMT registered in Geneva, Switzerland, develops actively the high-quality knowledge assets. From the cutting-edge application practices of different industries, we adopt philosophical thinking systems from the East and West, and systematic and comprehensive research methods.

UCMT focuses on action research and promotes applied research and publication of corporate practice. UCMT has established the Europe China Research Network (ECR). This ECR Network allowed UCMT to organize ECR workshops where UCMT students could learn from professors from Australia, Norway, Macedonia and France, but also could learn from other students. Submitting abstract to an ECR workshop and receiving personalized feedback from different international professors is a unique way for UCMT to contribute to practice-oriented doctoral supervision. One of the ECR Network professor is Ron Weber, the University of Queensland and Monash University, former editor-in-chief of Management Information Systems Quarterly (MISQ), a top A-journal in information systems and digital transformation

This ECR Network allowed the UCMT students to submit papers and panel proposals to numerous international academic conferences including AMCIS 2022 in the USA, ITAIS 2022 in Italy, STPIS 2022 in Iceland and the Academy of Management annual conference 2022 (AOM 2022). During AOM 2022, UCMT students interacted with professors from all around the world, but especially from the USA, Canada and Europe. These conferences are also a way for UCMT student to speed up their doctoral dissertation writing in consistence with the ECR workshops.

The presence of UCMT students at the Academy of Management 2022 annual conference is an evidence of the relevance of the research conducted at UCMT. UCMT students published award-winning papers at AOM 2022. They were speakers in 3 AOM sessions related to digital transformation. Many of them were speakers at the pre-AOM conference on AI with the new editor-in-chief of MISQ, and 2 of them at the post-AOM on digital health organized with a professor from the School of Medicine of Stanford University. 4 UCMT students were selected in the AOM all-academy practice-oriented doctoral consortium, an all-academy that included as keynote speakers two former presidents of the Academy of Management from University of Southern California and Carnegie-Mellon University.

Congratulations to the UCMT students at AOM 2022 !

EDITORIAL

Dr. Emmanuel
 Monod,
 UCMT Vice-
 President
 AOM Division
 Program Chair,
 the Academy of
 Management,
 USA

During the Academy of Management 2022, three AOM sessions included UCMT students as speaker:

! *"Is digital transformation creating a better world? A collaboration between practitioners and academics"* (AOM session 570),

! *"Digital health in China: the point of view of practitioners from hospitals and health institutions"* (AOM session 1911)

! *"Artificial intelligence, digital transformation and socio-economic management from the view of practitioners in China"* (243)

Also, UCMT students were speakers during the AOM all-academy *"AOM practice-oriented doctoral consortium"* (session 835) where two former presidents of the AOM were keynotes: Professor Denise Rousseau (Carnegie Mellon University, USA) and Professor Thomas Cummings (University of Southern California, USA), who asked several questions to two of the UCMT students

In addition, beyond the AOM annual meeting, UCMT students were speakers at the 4th edition of the pre-AOM conference on *"Artificial intelligence and digital transformation"* in partnership with AOM Communication Technology and Organization (CTO) and AOM Management Consulting (MC), two divisions of the Academy of Management. UCMT students interacted with the keynote: professor Burton-Jones, editor-in-chief, MISQ (A journal)

Moreover, two UCMT students from the University of Montpellier Doctorate in Health Management (DHM), were speakers at the first post-AOM conference on *"digital health management"*, in partnership with AOM Health Care Management (HCM) and AOM Management Consulting (MC) and , two divisions of the Academy of Management. UCMT students interacted with one of the organizers from Stanford University

Finally, two UCMT students registered at Ecole des Ponts Business School DBA published a paper at AOM 2022, all related to *"digital transformation"*. These two UCMT students were the winners of the following AOM awards: the AOM *Information Age Publishing Outstanding Doctoral best paper award*, the nomination for the *Academy of Management Newman Award* and the *AOM MC division best paper award*

Such an achievement demonstrated to the world that UCMT is a research University !

Pre-AOM conference
“AI and digital transformation”

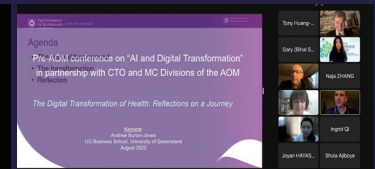
In partnership with AOM Communication, Technologies and Organization (CTO) and Management Consulting (MC), Divisions of the Academy of Management

This pre-AOM on “AI and digital transformation” was the fourth edition. The previous ones were held prior to AOM 2021 Philadelphia, AOM 2020 Vancouver and AOM 2019 Boston at Harvard University



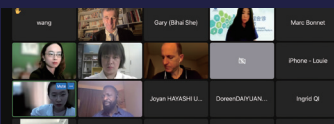
The keynote speaker, professor Andrew Burton-Jones, editor-in-chief of Management Information Systems Quarterly (MISQ), a top A-journal. Andrew was previously the keynote during the pre-AOM in 2021. Before him, the previous editor-in-chief of MISQ, professor Arun Rai, was the keynote in 2020 along with professor Alok Gupta, editor-in-chief of the journal Information Systems Research

Professor Burton-Jones identifying research issues related to digital transformation of healthcare.... A source of inspiration for DHM students who may consider to submit a paper to MISQ during their dissertation process at UCMT



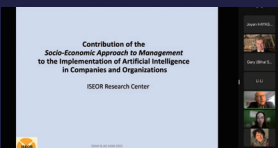
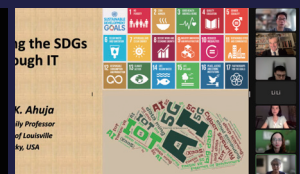
Professor Burton-Jones also provided precious references for UCMT DHM students

Professor Burton-Jones argued that many of digital technologies failed in healthcare . Please note the careful attention of 2 UCMT DHM students



A UCMT student from DHM University of Montpellier, Oliver (Ye Xin), asking questions to the editor in chief of MISQ related to the consequences for practice in her hospital

Professor Manju Ahuja, University of Louisville and senior editor at Information Systems Research (ISR) introducing the United Nation “sustainable development goals”. She claims that AI and digital technologies should contribute to these goals



Professor Marc Bonnet, University of Lyon 3 and former division chair at the Academy of Management discussing the importance of conducting a “socio-economic approach to management” (SEAM) before implementing artificial intelligence in companies and organizations

A UCMT DHM University of Montpellier student, Mabel (XuHua) introducing the challenges of digital transformation in healthcare institutions



The editor in chief of MISQ asking to Mabel (XU hua) questions about the different management tools, management methods and management theories used in her case

Pre-AOM conference
“AI and digital transformation”

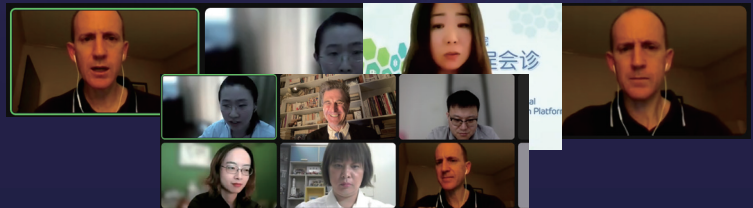
In partnership with AOM Communication, Technologies and Organization (CTO) and Management Consulting (MC), Divisions of the Academy of Management

A UCMT DHM University of Montpellier student, Oliver (Ye Xin) describing the digital transformation in her hospital: the Shanghai Children’s Hospital where she is responsible for international affairs

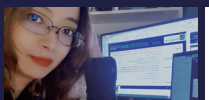


Another UCMT DHM University of Montpellier student, Li Li describing the results and lessons learned from the digital transformation in her hospital in Qingdao: the United Family Hospital where she launched tele-medicine

Professor Burton-Jones asked numerous questions to the three UCMT DHM University of Montpellier students, including here Mabel (Xu Hua), Oliver (Ye Xin) and Li Li



Prior to the healthcare industry, UCMT Ecole des Ponts DBA students introduced cases of digital transformation in manufacturing. Here, Naja (Zhang Yue) describing the case of a state-owned enterprise



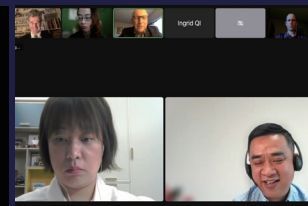
It is a great experience to interact with international scholars on top academic platforms @ AOM by Naja Zhang/UCMT/ENPC/DBA

Another UCMT Ecole des Ponts DBA students, Fymmi (Zhang Yanfei) describing the case of HIK Vision, a high-tech company in China



DT in Manufacturing is so cool, professor said @ AOM by Fymmi/UCMT/ENPC/DBA

After a third presentation of an UCMT Ecole des Ponts DBA students, Tony (Huang) Professor Marc Bonnet asked questions both to Fymmi and Tony about their opinion related to the relevance of hidden costs and dysfunctions for increasing the success of digital transformation

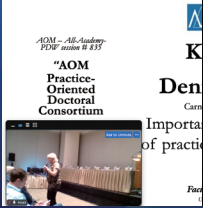


Even if this conference was in America, the ending we ended by taking pictures, just like in China



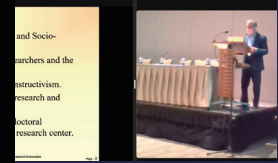
2. AOM session 835

AOM All-academy “Practice-Based Doctoral Consortium”

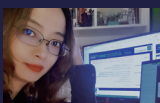


The second all-academy “AOM practice-oriented doctoral consortium” took place during AOM 2022. As of last year, the doctoral consortium was opened by the keynote speech of Professor Denise Rousseau, Carnegie-Mellon University, former president of the Academy of Management

Professor Henri Savall, author of the “socio-economic approach to management (SEAM)” theory, gave a keynote about the numerous research publications related to SEAM at the AOM and in academic journals

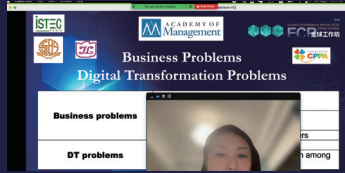


Then, DBA and professional doctoral students from USA, Europe and China gave an introduction to their dissertation and provided their opinion about the relevance of professional doctorates to their practice



It's a great opportunity for us to learn from each other @ AOM by Naja Zhang / UCMT/ENPC/DBA

A UCMT ISTEDEM (doctorate in Education Management), Vicky Lawman, introducing her view on digital transformation in china



For Vicky, these impacts included the direct influence on her study and her work, but also societal impacts for China and impact for management science

Another UCMT student, Naja (Zhang Yue), from Ecole des Ponts Business School highlighted the impact of DBA on her professional effectiveness

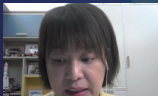
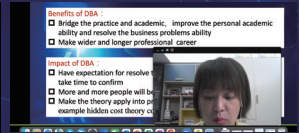


Naja providing the details of the DBA impact for China and for management science

2. AOM session 835

AOM All-academy *“Practice-Based Doctoral Consortium”*

UCMT student, Fymmi (Zhang Yanfei) from Ecole des Ponts Business School argued that DBA are an important bridge between practice and academic, but also help in professional career

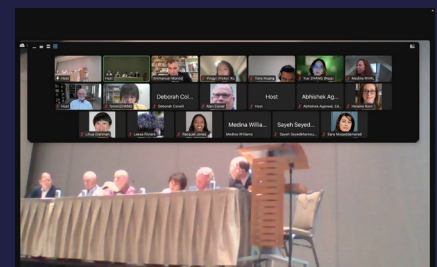
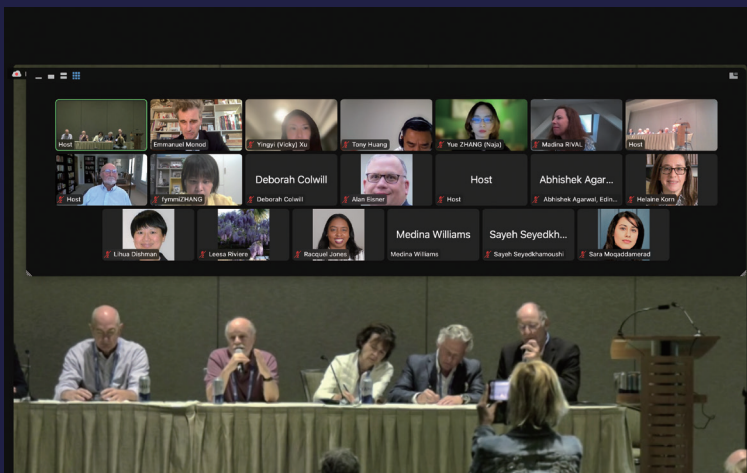


Yes, I am a Scholar Practitioner, I am encouraged by DBAs all the world @ AOM by Fymmi/UCMT/ENPC/DBA



UCMT student, Tony Huang from Ecole des Ponts Business School described more precisely the three types of DBA societal impact on China

The presentations of the students were followed by a panel of professors from all around the world providing advice to the students about their dissertation



3. AOM session 570:

“Is digital transformation creating a better world? A collaboration between practitioners and academics” “

Numerous speakers provided their views on digital transformation, followed by the presentations of the UCMT students about the cases in China

By asking questions, researchers can think more deeply @ AOM by Naja (Zhang Yue)/ UCMT/ENPC/DBA



A professor from Pepperdine University, California, shared his views on digital transformation

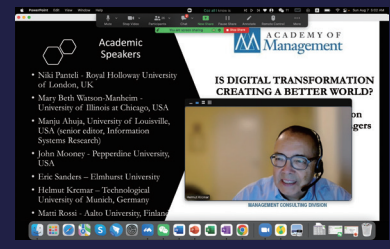
This presentation was followed by many questions from UCMT students and from professors from the U.S.



A professor from Royal Holloway University, London, was explaining the importance of “sustainable digitalization”



A Professor from Technological University of Munich WAS discussing with a professor from London



UCMT students then raised questions related to the previous presentations by the international professors

3. AOM session 570:

*"Is digital transformation creating a better world?
A collaboration between practitioners and academics"* “

UCMT students shared their experiences of digital transformation from their companies and organizations.



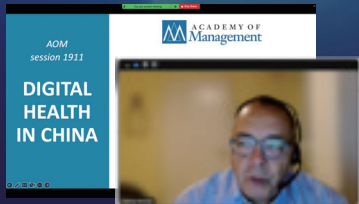
The chairs and other participants were very interested in Joyan Hayashi's (UCMT DHM student) and Tony Huang's (UCMT ENPC student) researches. The audience raised a few questions after Joyan's and Tony's presentations.



What a Fantastic and academic night for presentation @ AOM by Joyan Hayashi /UCMT /MOMA/DHM

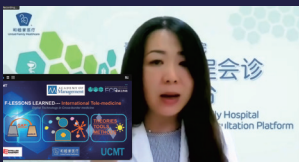
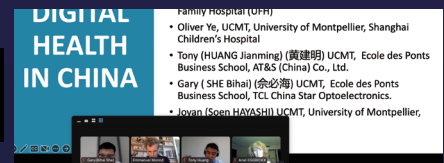
4. AOM session 1911
“Digital health in China:
the point of view of practitioners from hospitals and health institutions”

This AOM session focused on “digital health in China”. It began by Professor Matti Rossi from Aalto University, Finland. Professor Matti was the previous president of the Association for Information Systems – the leading research organization in IS and digital transformation. He talked about the situations of digital health in Finland and the related organizational issues.



A professor from Technological University of Munich, Germany, said that digital health should be inspired by the drastic efficiency gains observed in digital manufacturing. Indeed, many activities in hospitals are more administrative than clinical. For instance, supply chain is the same in health or manufacturing, and therefore might be improved the similar way.

UCMT students then introduced the cases of their companies and intuitions in China.



UCMT student Li Li from University of Montpellier DHM introduced the case of Qingdao United Family Hospital where she conducted the tele-medicine project

The lessons gained in this hospital includes lots of management tools and theories that resonated with manufacturing, as suggested by one professor from South Korea who teaches in U.S.



Another professor from Canada raised many questions about the management tools and management methods used in this hospital

UCMT student, Joyan Hayashi (University of Montpellier DHM) presented the case study of Midea Group in China. The main business problem is about cross-department communication and quality.

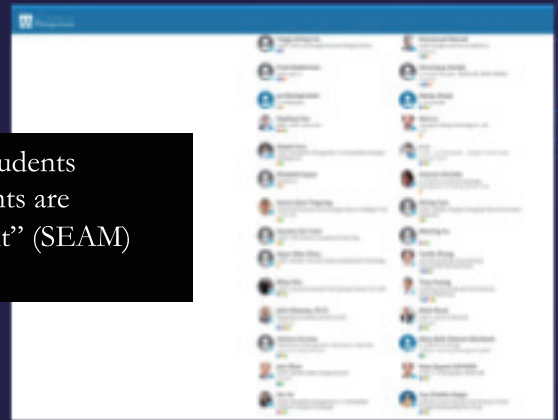


The third professor from France was surprised to see that management tools, methods and theories were so similar between a hospital and a factory. This was a confirmation of the value of management science and, beyond, of knowledge sharing across industries. She thanked to professional doctorate programs such as DBA and DHM.

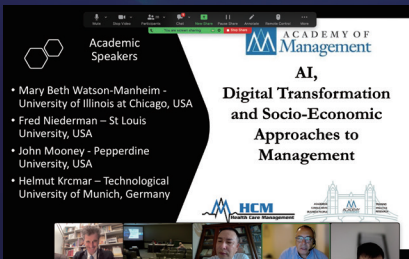
Two presentations of UCMT students (from University of Montpellier DHM and Ecole des Ponts respectively) mentioned that DBA provided opportunities of discussions between them and the professors from USA, Canada and France.



5. AOM session 570
 “Artificial intelligence, digital transformation and socio-economic approaches to management from the view of practitioners in China”

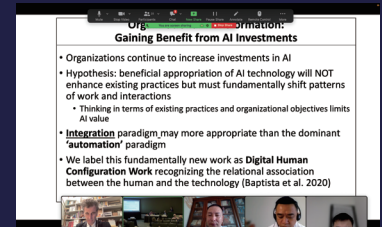


This AOM session had been eagerly expected by the UCMT students because the theory discussed here. In fact, many UCMT students are currently using the Socio- Economic Approach to Management” (SEAM) theory in their DBA, DEM or DHM theses.

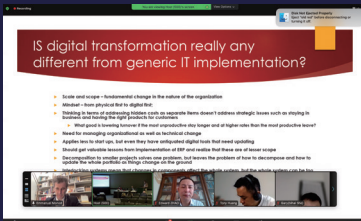


In this AOM session, professors from American Universities and a German University provided their views on hidden costs and dysfunctions related to AI and digital transformation.

A Professor from the University of Illinois at Chicago, the former AOM division chair, argued that AI was creating “hidden work”.



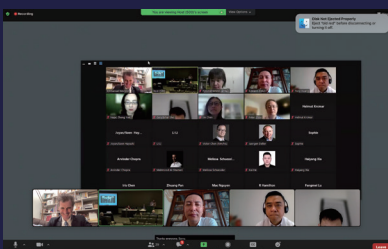
A Professor from Saint Louis University, the chief editor of *Communication of the Association for Information Systems*, argued that digital transformation was not different from generic IT implementation.



A Professor from Pepperdine University of California shared his opinions about the business value realization of information technologies.



The presentations were followed by discussions and many questions asked by UCMT students.



Show time for UCMT student: they started to present their case studies of hidden costs calculations in China.



Many impressed comments from academic and practice audiences.



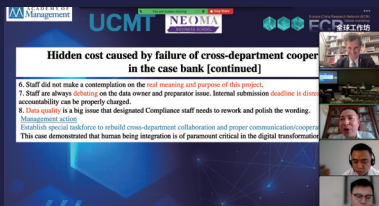
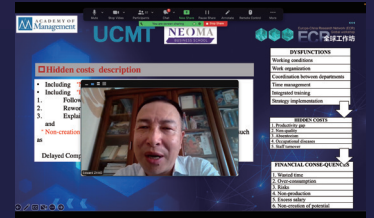
5. AOM session 570

“Artificial intelligence, digital transformation and socio-economic approaches to management from the view of practitioners in China”

Due to the hybrid mode, professors in Seattle, U.S., raised a few questions to the UCMT students who were online in China.



UCMT student Edward Zhao from NEOMA analyzed the dysfunctions in a foreign bank based in China. He also explained the mechanisms between dysfunctions, hidden costs and financial consequences.



UCMT student Naja (Zhang Yue) from ENPC found a total of more than one million US dollars of hidden costs in her state-owned enterprise, mainly related to productivity gap, absenteeism and staff turnover

UCMT student Joyan Hayashi from DHM University of Montpellier also found a total of more than 1,4 million US dollars of hidden costs in Midea, mainly related to non-quality and staff turnover

Indicators	Qualitative results	Quantitative results	Financial results USD/year
1. Non-quality	Defect and yield loss at production line Major rework of finished goods	Defect and yield loss 0.18% * 200M USD rework for inspection 325PPM * 34Million pcs	450K 80K
2. Productivity gap	Production breaks for materials shortages	3.82 person hours/month * 12months	260K
3. Absenteeism	Absenteeism	2 months	10K
4. Work injuries	Work injuries	N/A	N/A
5. Staff turnover	Staff turnover	1000000 USD 1000000 USD	380K 80K
	Recruiting	Recruiting cost 1000000 USD	160K 2,000K
		Human cost / person/year USD	1.118 1.21K

The amount of hidden costs calculated by Joyan Hayashi raised lots of questions from the audience in Seattle. However, professor Zardet from ISEOR University of Lyon 3 argued that the amount per head was only one thousand US dollars, which was lower than in Europe.



May need further research to find more Hidden cost.



5. AOM session 570

*“Artificial intelligence, digital transformation
and socio-economic approaches to management from the view of practitioners in China”*

Index	Item	
Non-quality	Product rework	
	Re-inspection	
Work injuries	Lost working days	0.045
	Replacement	0.09
Staff turnover	Recruitment cost	0.15
	Training cost	2.4
	Learning Period Additional Costs	
Total hidden cost		7.42

UCMT student, Tony HUANG found a higher amount of hidden cost per head in his factory: 1,8 thousand dollars, mainly related to non-quality and staff turnover.

UCMT student, Fymmi (ZHANG Yanfei) from ENCP found the highest amount of hidden costs in her high-tech company HIK VISION with a total of more than 44 million US dollars mainly related to non-quality and productivity gap.

Indicators	Excess Time		
1. 质量缺陷 Non-quality	1,269 million		
2. 直接生产力差距 Productivity gap	41,078 million		
3. 员工 Absenteeism	/		
4. 工伤事故 Work injuries	/		
5. 人员流动 Staff turnover	/		
Total HC	42,347 million	2,039 million	44,386 million
HC total/year		44,386 million	
HC project/year		177 thousand	
HC person/year		18 thousand	

The huge hidden costs astonished the management. They are ready to have some actions.

@ AOM by Fymmi/UCMT/ENPC/DBA

UCMT student Joyan Hayashi from DHM University of Montpellier also found a total of more than 1,4 million US dollars of hidden costs in Midea, mainly related to non-quality and staff turnover

Index	Item	Cost / million\$
Non-quality	Product scrap	0.55
	Customer complaint risk	1.21
Productivity gap	Time cost loss/Normal	0.30
	Time cost loss/Special	0.03
Staff turnover	Training cost	0.02
Total hidden cost		3.24

One factory have 800 person, Cost per person per year 4054\$

But the highest amount of hidden costs per person was found by UCMT student Gary (She Bihai) from ENCP: 4 thousand per person at TCL China Star Optoelectronics which were mainly related to non-quality and absenteeism.

Index	Item	Cost / million\$
Non-quality	Product scrap	0.55
	Customer complaint risk	1.21
Productivity gap	Time cost loss/Normal	0.30
	Time cost loss/Special	0.03
Staff turnover	Training cost	0.02
Total hidden cost		3.24

These hidden costs calculations made by UCMT students in their Chinese companies raised many questions by the professors from American Universities.

Here, the professor from Chicago asked questions about the differences between hidden work and hidden costs.

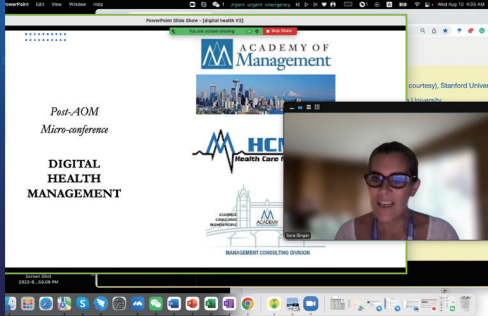


in observance of the Chinese tradition, all ended with a picture of the participants... including in the meeting room in Seattle



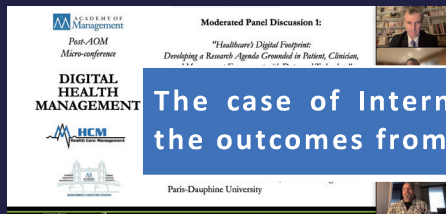
6. Post-AOM conference “Digital health management”

In partnership with Health Care Management (HCM) and Management Consulting (MC), Divisions of the Academy of Management



The post-AOM conference on “digital health management” was introduced by a professor from Stanford University. She praised that this conference was a historical event for the AOM for the following reasons: 1) the novelty of this technological topic for AOM; 2) the dialogue between practitioners and academics; 3) the participants of health practitioners both from the China and U.S.; and 5) collaboration of two AOM divisions for the first time, namely, Management Consulting and HealthCare Management.

The participants of the first panel included both academics and practitioners from the U.S. and China. UCMT student Oliver (YE Xinxin) under University of Montpellier DHM program who works in Shanghai Children Hospital was one of them.

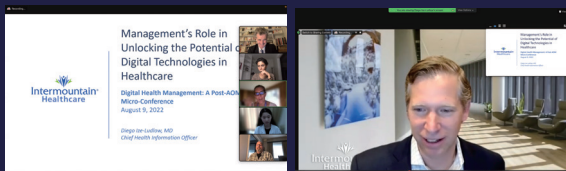


The second panel also included professors of health policy in

The case of Intermountain provided lots of figures related to the outcomes from health Tech interventions.

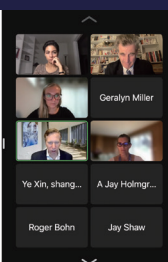
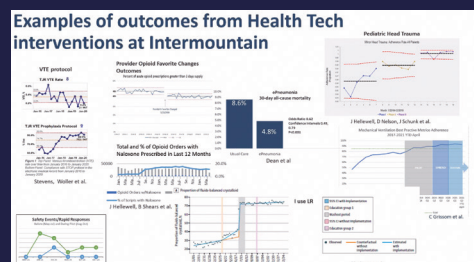
T student who

The steering committee included mainly professors from American Universities. The technological support was provided by Harvard University.



The keynote speaker is the chief health information officer of Intermountain Healthcare which is a not-for-profit healthcare system and the largest healthcare provider in the Intermountain West of the United States.

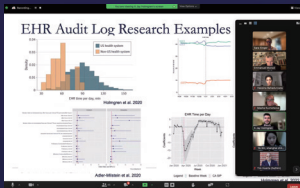
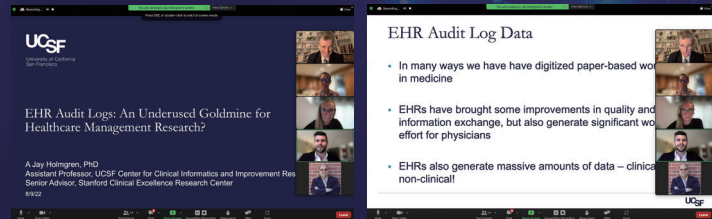
The case of Intermountain provided lots of figures related to the outcomes from health Tech interventions.



6. Post-AOM conference “Digital health management”

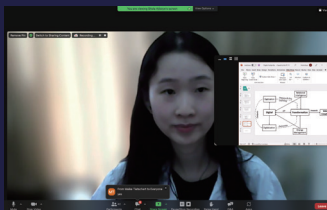
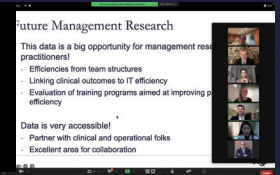
In partnership with Health Care Management (HCM) and Management Consulting (MC),
 Divisions of the Academy of Management

A professor from UCSF elaborated on the HER audit logs, highlighting the importance of data management for improving efficiency in hospitals



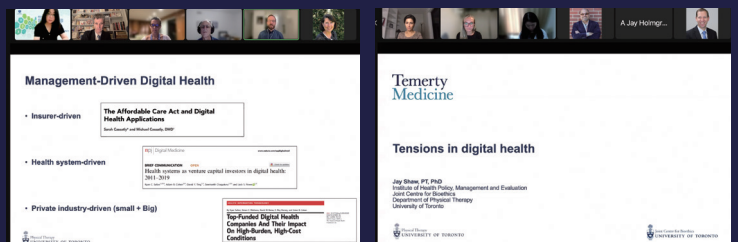
Numerous examples of audit log research were provided

A professor from Case Western Reserve University(USA) introduced the concept of digital footprint in healthcare, arguing that efficiency, effectiveness and cost-saving were not always related to patient satisfaction



UCMT students Oliver (YE Xinxin) under University of Montpellier DHM asked a question to the professor of Case Western Reserve University (USA) about her model of digital footprint.

A professor from the University of Toronto (Canada) argued that digital health shall not be technology-driven, but management driven.



6. Post-AOM conference “Digital health management”

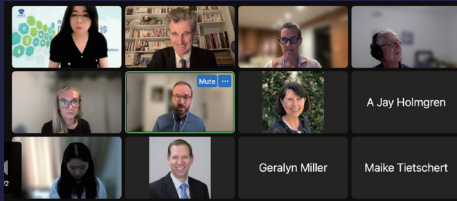
In partnership with Health Care Management (HCM) and Management Consulting (MC),
Divisions of the Academy of Management



The presentation of the UCMT student LI Li (University of Montpellier DHM) was about the case study of Qingdao United Family Hospital.

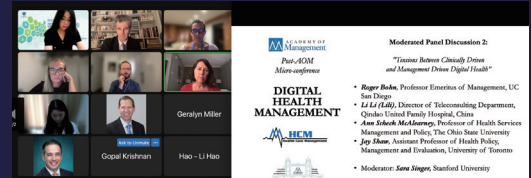


LI Li is in charge of tele-medicine at Qingdao United Family Hospital. She talked about the organizational issues that she had to face in this digital health project and the benefits and limitations of this project



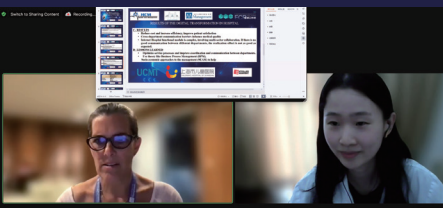
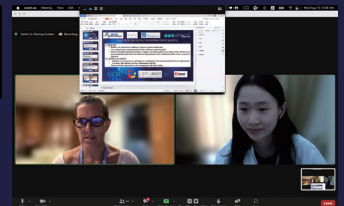
The presentation of the UCMT student LI Li raised a few questions from the audience. Here, the professor from the University of Toronto asked LI Li in which respect her experience is technology-driven or management-driven.

Other professors from American Universities asked LI Li in which respect cultural aspects were relevant



Another question to Li Li was asked by the chief health information officer of Intermountain Healthcare (USA). He was impressed by the similarities between the organizational issues of the Qingdao United Family Hospital and the one faced at Intermountain Healthcare.

UCMT student Oliver (YE Xin) under University of Montpellier DHM then described the case of digital transformation in Shanghai Children Hospital.



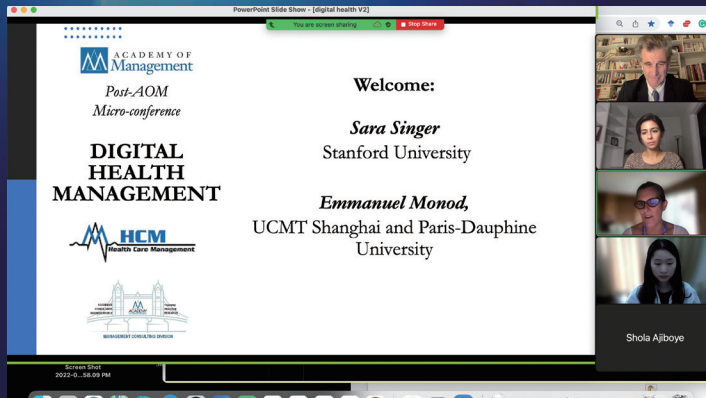
A professor from Stanford was interested in LI Li’s presentation and had many questions to LI Li

The discussion between Li Li and the professor (from Stanford) were mainly focused on the organizational problems in Shanghai Children Hospital and the way they were analyzed by the socio-economic approaches to management (SEAM) theory



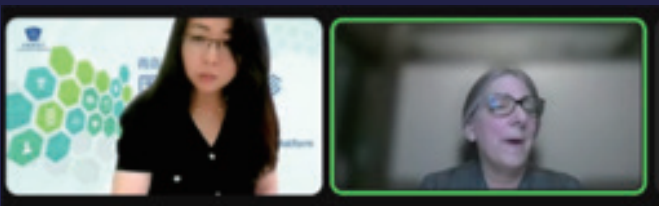
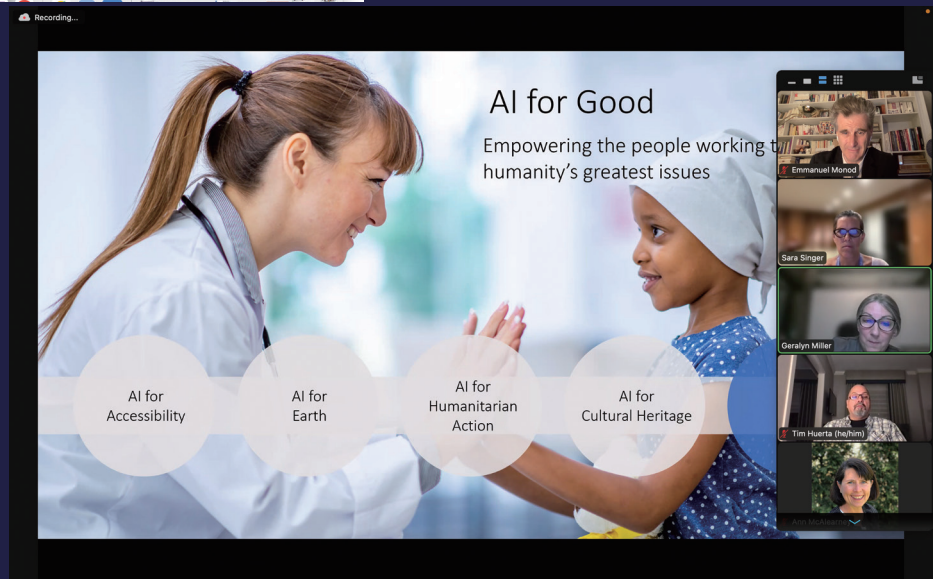
6. Post-AOM conference
 “Digital health management”

In partnership with Health Care Management (HCM) and Management Consulting (MC),
 Divisions of the Academy of Management



The second keynote speaker is from Microsoft Health and Life Science Cloud

As the keynote speaker from Microsoft is the senior director for incubation. She described the different projects related to Artificial Intelligence (AI) for health. Beyond healthcare, the projects funded by Microsoft include AI for accessibility, AI for humanitarian action, AI or hearth and AI for cultural heritage.



LI Li asked questions to the Microsoft director about the Microsoft projects in China

7. Award-winning papers
Published by UCMT students at AOM 2022



On the last day of the AOM 2022 annual conference, UCMT student Tony HUANG under Ecole des Ponts Business School, presented his paper – a case study of organizational dysfunction and hidden cost in a manufacturing company in China. His paper was the winner of the Information Age Publishing Outstanding Doctoral Student Paper Award.

During the last session of the AOM 2022 annual conference, UCMT student Fymmi (ZHANG Yanfei), Ecole des Ponts Business School, presented her paper – a case study of digital innovation organizational readiness. She applied two theories: hidden costs and ambidexterity. Her paper was nominated as the AOM Newman award. She is also the winner of the best paper award of AOM MC division 2022.

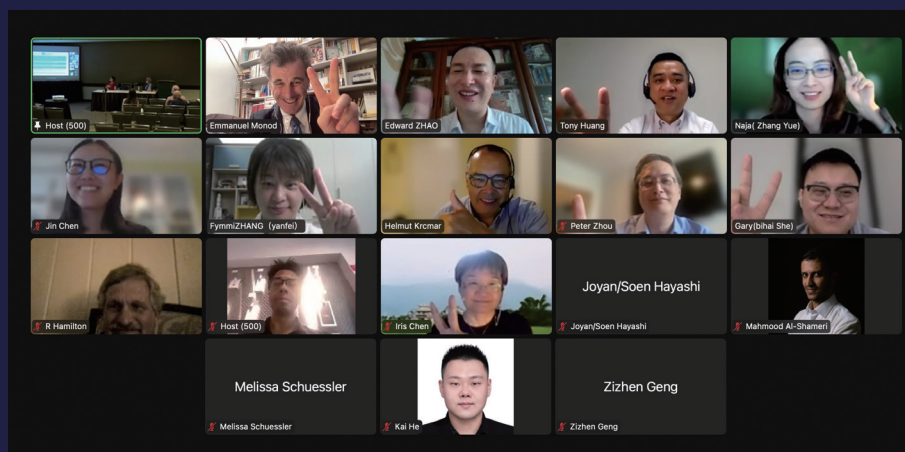


I will keep going! thanks"



AOM 2022 HIGHLIGHTS

1. the pre-AOM 2022 HIGHLIGHTS *"Artificial intelligence and digital transformation"* in partnership with AOM Communication Technology and Organization (CTO) and AOM Management Consulting (MC), two divisions of the Academy of Management with the editor- in-chief of MISQ
2. the AOM all-academy "AOM professional doctoral consortium" with Professor Denise Rousseau (Carnegie Mellon University, USA) and Professor Thomas Cummings (U. of Southern California, USA), former presidents of the Academy of Management
3. AOM 2022 session on "is digital transformation creating a better world? A collaboration between practitioners and academics"
4. AOM 2022 session on " Digital health in China: the point of view of practitioners from hospitals and health institutions"
5. AOM 2022 session on " Artificial intelligence, digital transformation and socio-economic management"
6. The post-AOM conference on "digital health management", in partnership with AOM Health Care Management(HCM) and AOM Management Consulting (MC)
7. The award -winning papers published by UCMT students at AOM 2022, including the AOM Information Age Publishing Outstanding Doctoral best paper award, the nomination for the Academy of Management Newman Award and the AOM MC division best paper award



UCMT students at AOM 2022

TESTIMONIALS



UCMT





从2021年底开始，参与了Monod教授主办的针对AOM发表文章的workshop。第一次有机会和来自欧洲、澳洲等各个国家的学者有了交流。从那次workshop之后，Monod教授鼓励我们从一点点开始，做自己的案例研究。

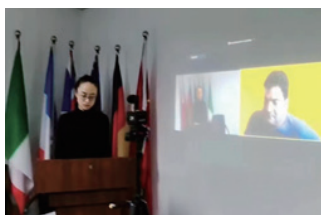
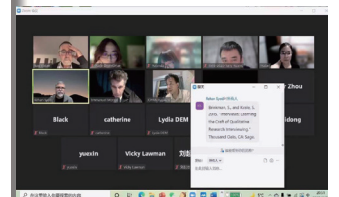
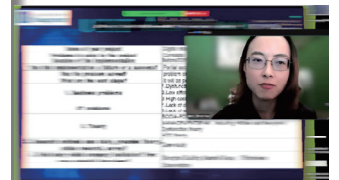
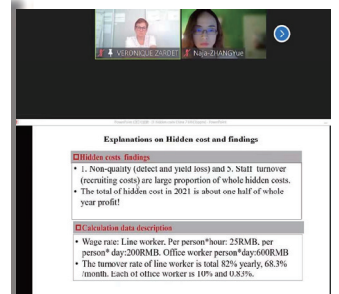
Since the end of 2021, I have participated in workshops hosted by Professor Monod to publish articles on AOM. I had the opportunity to communicate with scholars from Europe, Australia, and other countries for the first time. After that workshop, Professor Monod encouraged us to start small and do our case studies.

我很幸运，在那之后陆陆续续参与了数十次的ECR workshop，在工作坊中学习到了一些新的管理理论，好的研究方法，以及将理论付诸实践、发现企业问题并用理论去解决企业实际问题的能力。在工作坊中我们获得了来自Monod教授以及世界多所名校教授的悉心指导，不断地完善我们的研究，并尝试投稿世界各个管理学会议。最终，有三篇论文分别被AOM France\IRMBAM France\MCSIS Italy接受。

I was lucky enough to participate in dozens of ECR workshops, during which I learned some new management theories, good research methods, and the ability to put theories into practice, discover enterprise problems and solve practical problems with theories. In the workshop, we received careful guidance from Professor Monod, and professors from many famous universities in the world constantly improved our research and tried to contribute to various management association conferences around the world. Finally, three papers were accepted by AOM France\IRMBAM France\MCSIS Italy.

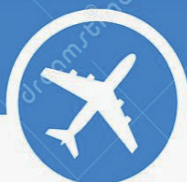
2022年8月，我们数位同学一起参与了AOM西雅图会议。我也在“AI and Digital Transformation”等5场会议中发言，并和国际学者们就研究问题做了交流。通过管理学年会，我们扩大了自己的视野，也了解到了同样的行业领域国外研究的状况，企业发展的情况等。也许原先我们选择法国国立路桥大学的DBA，只是为了在智能制造领域获得深造，能够更好地为企业服务。但是，当我们一次又一次站在学术舞台上，和全世界开始交流的时候，我们感受到的是自己在和世界上优秀的学者们一起同频共振，相信我，那绝对是一种奇妙的感觉！

In August 2022, several students participated in the AOM Seattle Conference. I also spoke at five conferences, including the “AI and Digital Transformation” session, and with international scholars on research issues. Through the annual management conference, we have broadened our vision and learned about foreign research status in the same industry and field, the development of enterprises, etc. Maybe we chose the DBA of ENPC to further study in the field of intelligent manufacturing to serve the enterprise better. However, when we stand on the academic stage again and again and start to communicate with the world, we feel that we are in the same resonance with the world’s outstanding scholars; believe me, it is absolutely a wonderful feeling!



Zhang Yue (Naja)
DBA (ENPC)
najaking@foxmail.com
Deputy Director of Industry Department





BOARDING PASS



BOARDING PASS



NAME: **Yingyi Xu (Vicky Lawman)**

FROM: **Chin** TO: **Seattle, USA**
a

FLIGHT: **UCMT** DATE: **Aug.5-9** SEAT:

GATE: **VIP**

BOARDING TIME:



NAME: Yingyi Xu (Vicky Lawman)

FROM: **China**

TO: **Seattle, USA**

DATE: **Aug.5-9** TIME: FLIGHT **priva**
te

SEAT: **Class** GATE: **VIP**



AAT

AOM Practice-Oriented Doctoral Consortium (DBA and ePhD Programs) (session 835)

12 AM

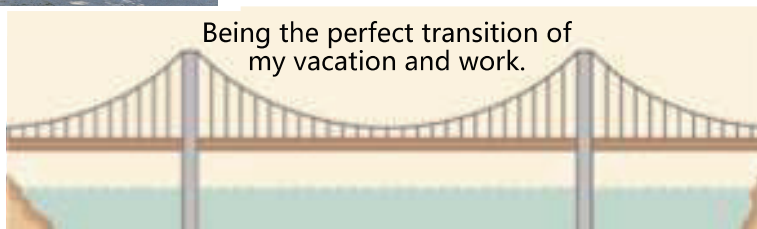
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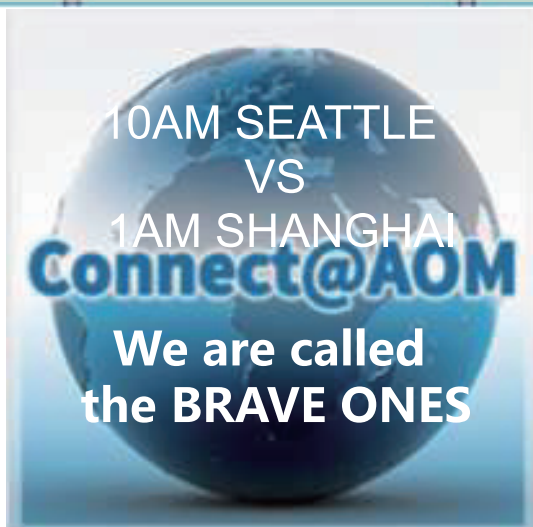
3 AM

4 AM

Being the perfect transition of my vacation and work.



10AM SEATTLE
VS
1AM SHANGHAI
Connect@AOM
We are called
the **BRAVE ONES**





Creating A Better World Together

82nd Annual Meeting of the Academy of Management
8-9 August 2022 | Seattle, Washington, USA | A Hybrid Experience



Coffee doesn't make you smarter, just more awake.

AOM – All Academy-PDW session # 833

“AOM Practice-Oriented Doctoral Consortium

(DBA and e-PbD Programs)”



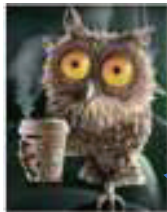
KEYNOTE

Denise Rousseau

Carnegie-Mellon University, USA

Importance and development of practice-oriented doctorates in the AOM.

When China meets the world,
the world goes
WOW.



Former president
of AOM



NDEE AUTHOR ORGANIZER

- Emmanuel Monod 7 days ago
do not hesitate to introduce yourself here if you wish
- Yue ZHANG (Naja) 7 days ago
Thanks AOM for giving scholars from all over the world an opportunity to communicate with each other
- Yingyi (Vicky) Xu 7 days ago
I'm from a Chinese school in China. I'd like to thank you all in advance for helping with my professional doctorate dissertation.
- Emmanuel Monod 7 days ago
professor Cummings is one of the most know researcher worldwide about Organizational Development

Touch base with AOM enables me—

- 1) Share my real-world practice with others as a practitioner from China;
- 2) Expand my creative, divergent and radiant thinking;
- 3) Absorb the analytical insights from management guru and outstanding scholars from global perspective;
- 4) Contribute to the knowledge sharing between the western and oriental management domain;
- 5) Set a foreseeable dream that being the speakers of the more international meetings and publishing on the international management journals!

Edward, UCMT NEOMA
Bank of America, National
Association, Shanghai
Branch



A screenshot of a Zoom meeting. The top of the screen shows the Zoom interface with various icons for mute, video, chat, and share. The main content is a slide with a dark blue background and white text. The slide title is 'Hidden cost caused by failure of cross-department cooperation in the case bank [continued]'. Below the title, there are several numbered points: '6. Staff did not make a contemplation on the real meaning and purpose of this project.', '7. Staff are always debating on the data owner and preparator issue. Internal submission deadline is disrespected since no accountability can be properly charged.', and '8. Data quality is a big issue that designated Compliance staff needs to...'. A 'Management action' section follows, stating 'Establish special taskforce to rebuild cross-department collaboration at...' and 'This case demonstrated that human being integration is of paramount c...'. In the bottom right corner, there is a small video feed of the same man from the portrait above, speaking.



2022, 扬帆起航!

We are sailing~



Professor: Let's go to 2022 AOM!

I: AOM? Sounds great!

Seems a long, long way to go..., well, just do it!

Then, preparations after preparations, luckily meet many professors, with guidance, encouragement, and group helping, finally, we get 2022 AOM!



2022 AOM Conference:

International tele-consultation is the main topic I brought.

我的交流项目是国际远程会诊（医疗）

To my surprise, famous professors, managers, and even medical doctors involved in my sessions . Various experience, knowledge and area of these inspiring speakers, shared their thoughts, and set my mind, like beautiful stars glistening in the dark sky.

令我惊讶的是，在我所参加的论坛中，有著名的大学教授、项目运营管理者甚至还有临床医生。来自世界各地的讲者有着不同的经历，特色专业与学识，分享着精彩的内容，如美丽夜空中的繁星闪烁，给我极大的灵感。

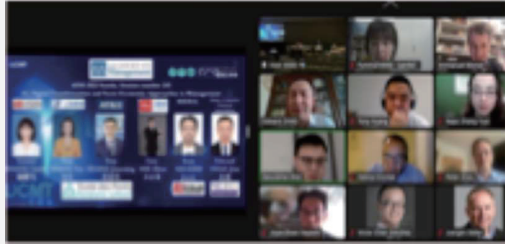
— Li Li

让世界看到中国实践
Let the world see China's practice

2022 AOM
我们来了



2022 AOM We are coming



张燕飞
Fymmi Zhang
HIKVISION
Business Process and Change
Consultant

AOM conference is a grand ceremony of academic circles and one of the highest level international academic. It attracts nearly 10000 scholars from all over the world every year. From August 5th to 10th, 2022, it will be held in Seattle. There will be thousands of top management conferences to choose from. More than 10000 professors from top universities such as Harvard, Stanford, Berkeley, Massachusetts Institute of technology, Oxford or Cambridge will attend the conference. I was lucky to participate in this feast under the leadership of UCMT and professors, and the harvest was not ordinary.....

AOM会议是学术界的盛典，是国际管理学界最高水平的国际学术年会之一，每年都吸引了来自世界各地的近万名学者参加。2022年8月5日至10日西雅图举行，期间将有数千场顶级的管理学术会议可供选择，一万多名全部来自哈佛、斯坦福、伯克利、麻省理工学院、牛津或剑桥等顶尖大学的教授会参加会议。我有幸在UCMT和教授的带领下来参加了这次餐餐盛宴，那收获不是一根根一点点一丝丝.....

学术实践者

在参加的学术会议中，作为为数不多的中国学生，每次开场的时候都会介绍自己来自中国，自己来自UCMT和巴黎路桥商学院，DBA项目自己从事的职业。大家对于来自中国的面孔和实践非常感兴趣。通过这样的交流，让世界了解到中国企业实践。

Scholar Practitioner

At the academic conference, as one of the few Chinese students, I would introduce myself from China, from UCMT and Ecole des Ponts ParisTech. They are very interested in practices from China. Through such exchanges, let the world know the practice of Chinese enterprises.



DBA让你的职业生涯更精彩

DBA makes your career more excellent

DBA项目和丰富多样的学术研讨会议，链接了学术和实践两个世界，可以让你了解到与工作不一样的世界，提升你在生活和工作中解决问题的能力，可以使你的职业生涯变更更宽更深。我相信，DBA项目会吸引越来越多的实践精英。

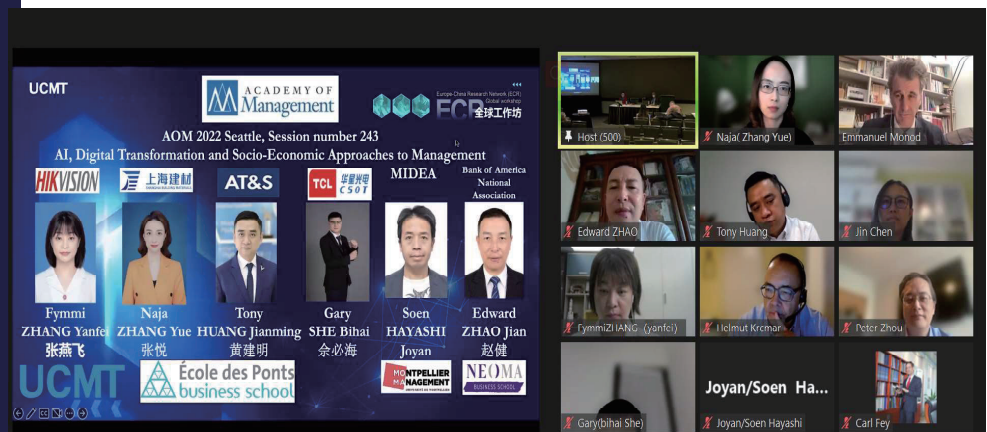
The DBA project and a variety of academic seminars link the academic and practical worlds, enabling you to understand the world different from work, improve your ability to solve problems in life and work, and make your career change broader and deeper. I believe that DBA project will attract more and more practical elites.

做一些事情
Do some things



学一些事情
Study some things

改变一些事情
Change some things



What I learned

Experience and learning at AOM

- 1) Excellent experience on int'l conference
- 2) Feed back / comments from academic researchers
- 3) Learning outstanding academic theories from int'l researchers
- 4) Expanding knowledge about theories of management/ organization
- 5) Growing on the stage of practice and theories about management

Joyan /Soen Hayashi

在AOM的经验和学习

- 1、国际会议的良好经验
- 2、来自学术研究人员的反馈/评论
- 3、向国际研究人员学习优秀的学术理论
- 4、扩展有关管理/组织理论的知识
- 5、成长于实践与管理理论的舞台

Joyan/Soen Hayashi



Tony Huang(黄建明)
 Company: AT&S China
 University: ENPC(Ecole des Ponts ParisTech)

参加AOM会议是

一次全新的体验。作为企业工作的实践者，第一次从如何报名注册，准备演讲材料，进行陈述并和会场及线上嘉宾学术交流。这些都是和我们日常工作不一样的体验。

一次体力的考验。从8月5日到10日连续6天参与6场不同主题的会议，其中两场是在凌晨进行，要兼顾会议和白天的工作，确实是个不小的挑战。

一段收获旅程。聆听全球学术大师最新的理论研究，观摩其他博士生的项目汇报，感受到很多触动自己观点。很多学者对我的汇报内容热烈互动并温暖鼓励，让我觉得能将自己实践进行学术的总结很有意义。

Attending AOM meetings is

A brand-new experience. As a practitioner of enterprise work, for the first time, I learned how to register, prepare lecture materials, make presentations, and communicate with guests at the venue and online. These are different experiences from our daily work.

A physical test. from August 5th to 10th, I participated in six meetings with different themes for six consecutive days, two of which were held in the early hours of the morning. It's a big challenge to take care of both meetings and daytime work.

A rewarding journey. Listen to the latest theoretical research of global academic masters, observe the project reports of other doctoral students, and feel a lot of touching my views. Many scholars warmly interacted with and encouraged my report, which made me feel that it was meaningful to summarize my practice academically.



向优秀的学者看齐！
Keep up with excellent scholars！



终身学习，让人保持成长！

In 2021, I participated in the DHM study tour, and from the end of 2021, I participated in the workshop organized by Professor Monod. The idea of life-long learning is reflected vividly in our tutors and students. Under the leadership and influence of Professor Monod and our classmates, I learned a lot of management theories and good research methods, and tried to apply them in my work.

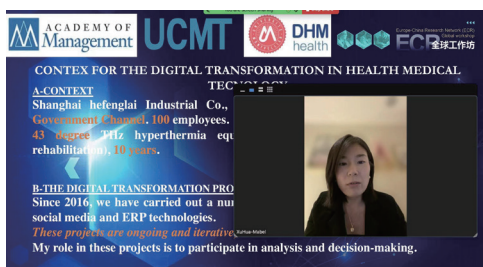
Mabel Xu (HUA XU)
COMPANY: Shanghai Hefenglai Ind.
University : U. of Montpellier



DHM
health



参加AOM,和国
际学者同频共振！



It was something I never thought of before to be able to participate in the AOM international academic conference. In this process, I not only **broadened my horizons**, but also realized that I still have many shortcomings and **areas to be improved**. I also know where the goals and benchmarks are. I admire the students who have published articles in the international conference one after another, which also **gives me great encouragement!**



Gary She(余必海)

Company: TCL China Star Optoelectronics Technology

University: ENPC(Ecole des Ponts ParisTech)



非常奇妙的感觉，非常有意义的经历，非常多的收获！！

Very wonderful feeling, very meaningful experience, very rewarding!!

AOM会议是国际顶级的管理学学术会议之一，很荣幸在UCMT和教授的带领下在2022年8月参加了今年年会，并且在四个会议主题发表管理实践，并与众多国际顶级学者教授交流学习，收获满满：

AOM conference is one of the highest-level international academic annual conferences in the international management field. It is an honor to participate in this year's annual conference in August 2022 under the leadership of UCMT and professors, and to publish management practices in four conference themes, and to communicate with many international Top scholars and professors exchange and learn, and gain a lot:

- 1.管理视野的扩大 (Expanding management horizons)
- 2.数字化的研究前沿 (Frontiers of digital research)
- 3.实践与学术的碰撞感悟
(The collision perception between practice and academia)
- 4.国际管理学术大师的理论分享
(Theoretical sharing of international management academic masters)
- 5.其他管理实践者的经验分享(Experience sharing of other management practitioners)



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DHM health



HCM Health Care Management



The 52nd Annual Meeting of the Academy of Management: A Hybrid Experience

Post-AOM micro-conference:
DIGITAL HEALTH MANAGEMENT
Digital Transformation in a Chinese Hospital

Oliver Ye
International Communication
CHILDREN'S HOSPITAL OF SHANGHAI

UCMT 上海市儿童医院 CHILDREN'S HOSPITAL OF SHANGHAI MONTPELLIER MANAGEMENT

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HCM Division Sponsored Programs at AOM2022: "Creating A Better World Together"

DIGITAL HEALTH MANAGEMENT: A Post-AOM Micro-Conference [Virtual]
Cosponsors: Health Care Management and Management Consulting

Mini-conference schedule & location:
When: Tuesday, August 9th, 7:00 pm - 10:00 pm Pacific Time
Join us Online: [[CLICK HERE to open the Zoom Meeting](#)]
* all linkags on this page are Pacific Standard Time.

About the Conference Theme:
This Post-AOM Micro-conference on "Digital Health Management" will explore the role of digital transformation and digital technologies in helping he professionals and organizations. We will discuss the effects of digital technologies on enhancing population health and wellbeing through it delivery of low-cost, high-quality care. Major topics of discussion will include the:

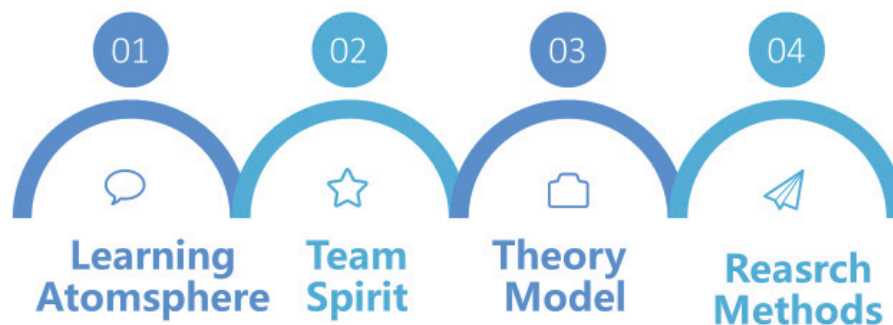
- Performance of digital technologies;
- Contribution of digital health to workers, workflows, and organizations;
- Public investment related to digital technologies;
- Perspective of patients and practitioners on digital health.

Post-AOM Micro-conference

DIGITAL HEALTH MANAGEMENT

Sara Singer

What I Have Achieved



UCMT newsletter

August 2022



Guest editor: Professor Emmanuel Monod, vice-president, UCMT

SUBMIT to AOM 2023, BOSTON, USA!





UCMT
students at
AOM 2022