

I am a Professor of Operations Management and Organization Design at IE University in Madrid, Spain. I received my Ph.D. from the University of Minnesota (2000) and my M.Sc. and B.Sc. from Iowa State University. My research, teaching, and consulting are best described as a combination of economics, sociology, psychology, management, philosophy, and statistics. In addition to the substantive topics of governance, organization design, and operations management, I specialize in methodological topics, most notably research design, statistical analysis, reasoning, scientific rhetoric, and argumentation. I have published on these topics mainly in peer-reviewed academic journals, but I have also written three books, the most important being *Efficient Organization: A Governance Approach* (Oxford University Press, 2023). The book is written a practitioner audience, and I use the book all my classes on organization design and governance, ranging from introductory seminars to executive teaching.

In 2015 – 2017, I served as the Co-Editor-in-Chief of the Journal of Operations Management. With my Co-Editor, I planned and oversaw the complete reorganization of the journal into a departmental structure, which is still in effect today.

In 2013 – 2020 I held the position of Senior Fellow and in 2006 – 2013, the position of Associate Research Fellow at ETLA, the Research Institute of the Finnish Economy, where I teamed up with economists to examine economic policy, innovation policy, and governance. In 2009, I was one of the experts evaluating the Finnish Innovation System at the request of the Ministry of Employment and the Economy.

Research scholars, clinical psychiatrists, and other mental health professionals at Helsinki University Central Hospital constituted another important collaborator in my work as a scientific advisor and consultant in 2006 – 2019. Using statistical datasets, we researched mental disorders, mood disorders, personality disorders, suicide, antidepressive medication, substance abuse, neurophysiology, and psychometric measurement, among other topics. I also provided training on statistical methods to researchers and clinicians.

As scientific advisor and consultant, I have worked with both research scholars and practitioners in a broad variety of organizations. I have collaborated with scholars in several fields of research, ranging from economic policy and corporate reputation to immigration and nuclear safety. In managerial training and consulting, in turn, I work with managers on issues related to organization design, governance, and strategic decision-making. I also serve on the board of directors of the Spanish-Finnish Chamber of Commerce.

I teach, or have taught, mainly at the master's (MBA) and doctorate (Ph.D. and DBA) levels. In addition to IE University, I have taught at the University of Lausanne (Switzerland), University of Minnesota (U.S.), Benedictine University (U.S.), HEC School of Management Paris (France), Technical University of Denmark, Hanken School of Economics (Finland), University of Helsinki (Finland), Helsinki University of Technology (Finland), University of Jyväskylä (Finland), and Zaragoza Logistics Center (Spain).

## PRIMARY APPOINTMENTS AND POSITIONS

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**Current** Professor | IE University, Madrid | 2010 –

**Past** Co-Editor-in-Chief | Journal of Operations Management | 2015 – 2017  
JYU Visiting Fellow | University of Jyväskylä, Finland | 2024  
Distinguished Visiting Scholar | Benedictine University | 2015 – 2023  
Senior Fellow | The Research Institute of the Finnish Economy | 2013 – 2020  
Associate Research Fellow | The Research Institute of the Finnish Economy | 2006 – 2013  
Distinguished Senior Fellow | Hanken School of Economics, Helsinki | 2011, 2019  
Professeur Invité | HEC Lausanne (University of Lausanne) | 2009, 2019, 2022  
Visiting Associate Professor | IE Business School | 2007 – 2010  
Senior Lecturer | Helsinki University of Technology | 2006 – 2010  
Post-Doctoral Researcher | Helsinki University of Technology | 2000 – 2006  
Professeur Affilié | HEC School of Management (Paris) | 2006 – 2007

## OTHER APPOINTMENTS

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Board Member and Patron | Cámara de Comercio Hispano-Finlandesa | 2025 –  
Senior Strategic Review Board Member | Journal of Operations Management | 2021 –  
Editorial Board Member | Academy of Management Review | 2010 – 2023  
Editorial Review Board Member | Journal of Operations Management | 2018 – 2021  
Editorial Board Member | Decision Sciences Journal | 2004 – 2010  
Editorial Board Member | Production and Operations Management | 2005 – 2010  
Associate Editor | Journal of Operations Management | 2007 – 2012  
Scientific Advisor | Data analytics | 2005 –  
Panelist | Research Evaluation of Danish Technological University's Management Department | 2023  
Panelist | Evaluation of the Finnish Innovation System | 2009

## EDUCATION

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Doctor of Philosophy | Business Administration | University of Minnesota | 2000  
Master of Science | Business Administrative Sciences | Iowa State University | 1997  
Bachelor of Science | Business Administration | Iowa State University | 1995

## EXPERTISE

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Organization Design | Governance | Operations Management | Organization Economics | Statistics |  
Organization Theory | Research Design | Reasoning | Argumentation

## CONTACT INFORMATION AND INTERNET RESOURCES

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Google Scholar page	<a href="http://www.bit.ly/Ketokivi_GoogleScholar">www.bit.ly/Ketokivi_GoogleScholar</a>
LinkedIn page	<a href="http://www.linkedin.com/in/ketokivi">www.linkedin.com/in/ketokivi</a>

This document contains my most important academic publications, categorized as follows:

- 1) Articles in peer-reviewed academic journals, primary discipline
- 2) Articles in peer-reviewed academic journals, secondary disciplines
- 3) Books and monographs
- 4) Other (book chapters, editorials, cases, etc.)

My primary discipline is organization and management research. Publications in the secondary disciplines (e.g., social psychology, psychopathology) derive from my work as a scientific advisor. Items within each category appear in reverse chronological order.

### 1 | ARTICLES IN ACADEMIC JOURNALS, PRIMARY DISCIPLINE

- 1-30 **Ketokivi M.** & Mantere S. (2026). “Theory testing is theory generation” (with commentaries from Herman Aguinis, Richard Makadok, Morgan Swink, Elliot Bendoly, and Rogelio Oliva). *Journal of Operations Management*, in press.
- 1-29 Peltoniemi M., Lamberg J.-A., & **Ketokivi M.** (2026). If the state is incompetent, do it yourself: Private alliance as an institutional architect in the catch-up process. *Industrial and Corporate Change*, accepted for publication.
- 1-28 **Ketokivi M.**, Fosse S., & Kawalek P. (2025). “The ethical embeddedness of the economic inequality debate.” *Journal of Business Ethics* 196(3), 565-580.
- 1-27 **Ketokivi M.** & Mantere S. (2021). “What warrants our claims? A methodological evaluation of argument structure.” *Journal of Operations Management* 67(6), 755-776.
- 1-26 **Ketokivi M.**, Bromiley P. & Awaysheh A. (2021). “Making theoretically informed choices in specifying panel-data models.” *Production and Operations Management* 30(7), 2069-2076.
- 1-25 Bhardwaj A. & **Ketokivi M.** (2021). “Bilateral dependency and supplier performance ambiguity in supply chain contracting: Evidence from the railroad industry.” *Journal of Operations Management* 67(1), 49-70.
- 1-24 **Ketokivi M.** & Mahoney J.T. (2020). “Transaction cost economics as a theory of supply chain efficiency.” *Production and Operations Management* 29(4), 1011-1031.
- 1-23 **Ketokivi M.** (2019). “Avoiding bias and fallacy in survey research: A behavioral multilevel approach.” *Journal of Operations Management* 65, 380-402.
- 1-22 Groop J., **Ketokivi M.**, Gupta M. & Holmström J. (2017). “Improving home care: Knowledge creation through engagement and design.” *Journal of Operations Management*, 53-56, 9-22.
- 1-21 **Ketokivi M.**, Mantere S. & Cornelissen J. (2017). “Reasoning by analogy and the progress of theory.” *Academy of Management Review* 42(4), 637-658.
- 1-20 **Ketokivi M.** & McIntosh C. (2017). “Addressing the endogeneity dilemma in operations management research: Theoretical, empirical, and pragmatic considerations.” *Journal of Operations Management* 52: 1-14.
- 1-19 **Ketokivi M.**, Turkulainen V., Seppälä T., Rouvinen P. & Ali-Yrkkö J. (2017). “Why locate manufacturing in a high-cost country? A case study of 35 production location decisions.” *Journal of Operations Management* 49-51: 20-30.
- 1-18 **Ketokivi M.** & Mahoney J.T. (2016). “Transaction cost economics as a constructive stakeholder theory.” *Academy of Management Learning & Education* 15(1): 123-138.
- 1-17 **Ketokivi M.** & Choi T. (2014). “Renaissance of case research as a scientific method.” *Journal of Operations Management* 32(5): 232-240.
- 1-16 Turkulainen V. & **Ketokivi M.** (2013). “The contingent value of organizational integration.” *Journal of Organization Design* 2(2): 27-42.

- 1-15 Mantere S. & **Ketokivi M.** (2013). "Reasoning in organization science." *Academy of Management Review* 38(1): 70-89.
- 1-14 Turkulainen V. & **Ketokivi M.** (2012). "Cross-functional integration and performance: What are the real benefits?" *International Journal of Operations and Production Management* 32(4): 447-467.
- 1-13 Tenhiälä A. & **Ketokivi M.** (2012) "Order management in the customization-responsiveness squeeze." *Decision Sciences* 43(1): 173-206.
- 1-12 **Ketokivi M.** & Mantere S. (2010). "Two strategies for inductive reasoning in organizational research." *Academy of Management Review* 35(2): 315-333.
- 1-11 **Ketokivi M.** & Ali-Yrkkö J. (2009). "Unbundling R&D and manufacturing: Post-industrial myth or economic reality?" *Review of Policy Research* 26(1-2): 35-54
- 1-10 Holmström J., **Ketokivi M.** & Hameri A. (2009). "Bridging practice and theory: A design science approach." *Decision Sciences* 40(1): 65-87.
- 1-09 **Ketokivi M.** (2006). "Elaborating the contingency theory of organizations: The case of manufacturing flexibility strategies." *Production and Operations Management* 15(2): 215-228.
- 1-08 **Ketokivi M.** & Jokinen M. (2006). "Strategy, uncertainty and the focused factory in international process manufacturing." *Journal of Operations Management* 24(3): 250-270.
- 1-07 **Ketokivi M.** & Castañer X. (2004). "Strategic planning as an integrative device." *Administrative Science Quarterly* 49(3): 337-365.
- 1-06 **Ketokivi M.** & Schroeder R. (2004). "Perceptual measures of performance: Fact or fiction?" *Journal of Operations Management* 22(3): 247-264.
- 1-05 **Ketokivi M.** & Schroeder R. (2004). "Strategic, structural contingency and institutional explanations in the adoption of innovative manufacturing practices." *Journal of Operations Management* 22(1): 63-89.
- 1-04 **Ketokivi M.** & Schroeder R. (2004). "Manufacturing practices, strategic fit and performance: A routine-based view." *International Journal of Operations and Production Management* 24(2): 171-191.
- 1-03 **Ketokivi M.** & Heikkilä J. (2003). "Strategic management system for manufacturing: Linking action to performance." *Production Planning & Control* 14(6): 487-496.
- 1-02 Cua K., **Ketokivi M.** & Schroeder R. (2002). "A perceptual measure of the degree of development of proprietary equipment." *Structural Equation Modeling* 9(4): 579-598.
- 1-01 Schroeder R., Bates K. & **Ketokivi M.** (2002). "A resource-based view of manufacturing strategy and the relationship to manufacturing performance." *Strategic Management Journal* 23(2): 105-117

## **2 | ARTICLES IN ACADEMIC JOURNALS, SECONDARY DISCIPLINES**

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- 2-13 Holma K.M., Holma I., **Ketokivi M.**, Oquendo M. & Isometsä E. (2019). "The relationship between smoking and suicidal behavior in psychiatric patients with major depressive disorder." *Archives of Suicide Research* 23(4): 590-604.
- 2-12 Pallaskorpi S., Suominen K., **Ketokivi M.**, Valtonen H., Arvilommi P., Mantere O., Leppämäki S. & Isometsä E. (2017). "Incidence and predictors of suicide attempts in bipolar I and II disorders: A five-year follow-up" *Bipolar Disorders* 19: 13-22.
- 2-11 Baryshnikov, I., Aaltonen K., Koivisto M., Näätänen P., Karpov B., Melartin T., Heikkinen, M., **Ketokivi M.**, Joffe G. & Isometsä E. (2015). "Differences and overlap in self-reported symptoms of bipolar disorder and borderline personality disorder." *European Psychiatry* 30(8): 914-919.
- 2-10 Pallaskorpi S., Suominen K., **Ketokivi M.**, Mantere O., Arvilommi P., Valtonen H., Leppämäki S. & Isometsä E. (2015). "Five-year outcome of bipolar I and II disorder: Findings of the Jorvi Bipolar Study." *Bipolar Disorders* 17(4): 363-374.

- 2-09 Mähönen T., Jasinskaja-Lahti I. & **Ketokivi M.** (2014). "Mapping the individual-level dynamics of perceived discrimination and attitudes toward multiculturalism and cultural maintenance: A pre-post study of migration." *International Journal of Intercultural Relations* 39(March): 124-135.
- 2-08 Kieseppä T., Mäntylä R., Tuulio-Henriksson A., Luoma K., Mantere O., **Ketokivi M.**, Holma M., Jylhä P., Melartin T., Suominen K., Vuorilehto M. & Isometsä E. (2014). "White matter hyperintensities and cognitive performance in adult patients with bipolar I, bipolar II, and major depressive disorders." *European Psychiatry* 29(4): 226-232.
- 2-07 Melartin T., Mantere O., **Ketokivi M.** & Isometsä E. (2013). "A prospective latent analyses study of axis I psychiatric comorbidity of DSM-IV major depressive disorder." *Psychological Medicine* 44(5): 949-959.
- 2-06 Jylhä P., **Ketokivi M.**, Mantere O., Melartin T., Suominen K., Vuorilehto M., Holma M., Holma I. & Isometsä E. (2013). "Temperament, character, and personality disorders." *European Psychiatry* 28(8): 483-491.
- 2-05 Holma I., Holma M., Melartin T., **Ketokivi M.** & Isometsä E. (2013). "Depression and smoking: a five-year prospective study of patients with major depressive disorder." *Depression and Anxiety* 30(6): 580-588.
- 2-04 Jasinskaja-Lahti I., Mähönen T. & **Ketokivi M.** (2012). "The dynamics of ethnic discrimination, identities, and outgroup attitudes: A pre-post longitudinal study of ethnic remigrants." *European Journal of Social Psychology* 42(7): 904-914.
- 2-03 Jylhä P., **Ketokivi M.**, Mantere O., Melartin T., Holma M., Rytsälä H. & Isometsä E. (2012). "Do antidepressants change personality? A five-year observational study." *Journal of Affective Disorders* 142(1-3): 200-207.
- 2-02 Mantere O., Soronen P., Uher R., **Ketokivi M.**, Jylhä P., Melartin T., Paunio T. & Isometsä E. (2012). "Neuroticism mediates the effect of P2RX7 on outcomes of mood disorders." *Depression and Anxiety* 29(9): 816-823.
- 2-01 Mantere O., Isometsä E., **Ketokivi M.**, Kiviruusu O., Suominen K., Valtonen H., Arvilommi P. & Leppämäki S. (2010). "A prospective latent analyses study of psychiatric comorbidity of DSM-IV bipolar I and II disorders." *Bipolar Disorders* 12(3): 271-284.

### **3 | BOOKS AND MONOGRAPHS**

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- 3-04 **Ketokivi M.** & Mahoney J.T. (2023). *Efficient Organization: A Governance Approach*. Oxford University Press.
- 3-03 **Ketokivi M.** (2015). *Tilastollinen päättely ja tieteellinen argumentointi (Statistical Inference and Scientific Argumentation)*, 2nd edition (1st edition 2009). Helsinki University Press, Helsinki. In Finnish.
- 3-02 Heikkilä J. & **Ketokivi M.** (2005). *Tuotanto murroksessa: strategisen johtamisen uusi haaste (Manufacturing in Transition: A New Challenge for Strategic Management)*. Talentum, Helsinki. In Finnish.
- 3-01 **Ketokivi M.** (2000). *Toward a Theory of Manufacturing Strategy*. Doctoral dissertation, University of Minnesota.

### **4 | OTHER (BOOK CHAPTERS, EDITORIALS, ENCYCLOPEDIA ENTRIES, CASES, ETC.)**

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- 4-19 **Ketokivi M.** & Mahoney J.T. (2025). "Transaction cost economics and stakeholder theory." In R. Griffin (Ed.) *Oxford Bibliographies in Management*. New York: Oxford University Press.
- 4-18 **Ketokivi M.** (2020). "What is going on here? *In Memoriam* Oliver Williamson." *Journal of Operations Management* 66(5): 492-493.

- 4-17 Castañer X. & **Ketokivi M.** (2018). "Toward a theory of organizational integration." In Joseph J., Baumann O., & Burton R. (Eds.) *Organization Design (Advances in Strategic Management, Volume 40)*, 53-80.
- 4-16 "Rebel Hockey (B): Getting the Governance Right in a Startup." Teaching case prepared for IE Business School in collaboration with Prof. Aino Tenhiälä (IE Business School).
- 4-15 "Rebel Hockey (A): An Entrepreneurial Operation Challenges the Industry Recipe." Teaching case prepared for IE Business School.
- 4-14 **Ketokivi M.** & Mahoney J.T. (2017). "Transaction cost economics as a theory of the firm, management, and governance." A chapter in the Oxford Research Encyclopedia of Business and Management, a digital encyclopedia (business.oxfordre.com).
- 4-13 **Ketokivi M.** (2017). "One more time, it is not about cost!" Editorial in *Journal of Operations Management* 49-51: 82.
- 4-12 De Treville S., **Ketokivi M.** & Singhal V. (2017). "Competitive manufacturing in a high-cost environment: Introduction to the Special Issue." *Journal of Operations Management* 49-51: 1-5.
- 4-11 Guide V.D.R. & **Ketokivi M.** (2016). "Notes from the Editors: Ethical guidelines at *Journal of Operations Management*." Editorial in *Journal of Operations Management* 42-43: 1-3.
- 4-10 **Ketokivi M.** (2016). "Point-counterpoint: Resource heterogeneity, performance, and competitive advantage." Editorial in *Journal of Operations Management* 41: 75-76.
- 4-09 **Ketokivi M.** (2016). "On the importance of revisiting what we (thought we) already knew." Editorial in *Journal of Operations Management* 41: 62.
- 4-08 Guide V.D.R. & **Ketokivi M.** (2016). "JOM Forum." Editorial in *Journal of Operations Management* 41: 61.
- 4-07 Guide V.D.R. & **Ketokivi M.** (2015). "Notes from the Editors: Restructuring the *Journal of Operations Management*." Editorial in *Journal of Operations Management* 38: v-x.
- 4-06 Guide V.D.R. & **Ketokivi M.** (2015). "Notes from the Editors: Redefining some methodological criteria for the journal." Editorial in *Journal of Operations Management* 37: v-viii.
- 4-05 "Interdisciplinary research in *Operations Management*." Interview by Prof. Eve Rosenzweig in *POMS Chronicle* 18(1): 18-23.
- 4-04 Breznitz D., **Ketokivi M.** & Rouvinen P. (2009). "Demand- and user-driven innovation." In the edited book *Evaluation of the Finnish Innovation System*, Ministry of Education and Ministry of Employment and the Economy, Finland.
- 4-03 **Ketokivi M.** (2009). "The dilemma of trying to understand the real world." *Decision Line* 40(5): 10-13.
- 4-02 **Ketokivi M.** (2009). Commentary to Prof. Roger Schmenner's article "Too much theory, not enough understanding." *Journal of Operations Management* 27(5): 339-343.
- 4-01 **Ketokivi M.** (2009). "Guest editorial: In what ways can academic research be relevant?" *Operations Management Research* 1(2): 81-85.