

OLIVER BAUMANN

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ACADEMIC APPOINTMENTS

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| 2011 – present | Associate Professor, Strategic Organization Design Unit,
University of Southern Denmark, Denmark |
| 2008 – 2011 | Assistant Professor, Munich School of Management,
Ludwig-Maximilians-Universität München, Germany |
| 2004 – 2008 | Research and Teaching Associate, Munich School of Management,
Ludwig-Maximilians-Universität München, Germany |

VISITING POSITIONS

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| Fall 2010 | Visiting Scholar, Management Department, The Wharton School,
University of Pennsylvania, USA |
| 2009 – 2012 | Visiting Professor, Faculté de Droit, de Sciences Politique et de Gestion,
Université de Strasbourg, France |
| Spring 2007 | Visiting Ph.D. student, Management Department, The Wharton School,
University of Pennsylvania, USA |

EDUCATION

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|-------------|---|
| 2004 – 2008 | Ph.D. in Business Economics,
Ludwig-Maximilians-Universität München, Germany |
| 2005 – 2007 | Master of Business Research,
Ludwig-Maximilians-Universität München, Germany |
| 2002 – 2003 | M.Sc. in Engineering Management,
Portland State University, Portland, USA |
| 1999 – 2004 | Diplom-Wirtschaftsingenieur (M.Sc. in Business Engineering),
Karlsruhe Institute of Technology, Karlsruhe, Germany |

RESEARCH AND PUBLICATIONS

Interests

Organizing for innovation and adaptation; organizational search and learning; firms as complex adaptive systems; computational models

Articles in Refereed Journals

1. Oliver Baumann. Forthcoming. "Distributed Problem Solving in Modular Systems: The Benefit of Temporary Coordination Neglect." *Systems Research and Behavioral Science*.
2. Isabel Dörfler and Oliver Baumann. 2014. "Learning from a Drastic Failure: Lessons from the Airbus A380 Program." *Industry and Innovation*, 21, 3, 197-214.
3. Oliver Baumann and Nils Stieglitz. 2014. "Rewarding Value-Creating Ideas in Organizations: The Power of Low-Powered Incentives." *Strategic Management Journal*, 35, 3, 358-375.
4. Oliver Baumann and Nicolaj Siggelkow. 2013. "Dealing with Complexity: Chunky vs. Incremental Search Processes." *Organization Science*, 24, 1, 116-132.
5. Nico Grove and Oliver Baumann. 2012. "Complexity in the Telecommunications Industry: When Integrating Infrastructure and Services Backfires." *Telecommunications Policy*, 36, 1, 40-50.
6. Oliver Baumann and Dirk Martignoni. 2011. "Evaluating the New: The Contingent Value of a Pro-Innovation Bias." *Schmalenbach Business Review (zfbf)*, 63, 4, 349-371.
7. Oliver Baumann. 2010. "Search, Failure, and the Value of Moderate Patience." *Schmalenbach Business Review (zfbf)*, 62, 3, 233-258.
8. Oliver Baumann. 2009. "Innovation in komplexen Systemen: Wann zahlt es sich aus, Fehlschläge geduldig zu tolerieren?" *zfo – Zeitschrift Führung + Organisation*, 4, 240-244.
9. Arnold Picot and Oliver Baumann. 2009. "The Relevance of Organization Theory to the Field of Business and Information Systems Engineering." *Business & Information Systems Engineering*, 1, 1, 62-69. German version: "Die Bedeutung der Organisationstheorie für die Entwicklung der Wirtschaftsinformatik." *Wirtschaftsinformatik*, 51, 1, 72-81.
10. Oliver Baumann and Hariolf Grupp. 2008. "Firm Boundary Decisions: The Market for Health-Related R&D Services with an Empirical Case Study for Germany." *International Economics and Economic Policy*, 5, 3, 297-321.

11. Arnold Picot and Oliver Baumann. 2007. "Modularität in der verteilten Entwicklung komplexer Systeme: Chancen, Grenzen, Implikationen." *Journal für Betriebswirtschaft*, 57, 3-4, 221-246.

Proceedings, Book Chapters, Other Publications

12. Oliver Baumann and Nils Stieglitz. 2014. „Don't Offer Employees Big Rewards for Innovation." *Harvard Business Review* online article, 12 June 2014, <http://blogs.hbr.org/2014/06/dont-offer-employees-big-rewards-for-innovation/>, also featured on slate.com and inc.com.
13. Nico Grove and Oliver Baumann. 2011. "Complexity in the Telecommunications Industry: The Challenge of Reconciling Bitpipe and Services." *Proceedings of the 11th Pacific Telecommunications Council*.
14. Oliver Baumann and Nicolaj Siggelkow. 2011. "Complexity and Competitive Advantage." *SAGE Handbook of Complexity and Management*, edited by Peter Allen, Steve Maguire, Bill McKelvey, London: SAGE, 494-505.
15. Oliver Baumann and Nicolaj Siggelkow. 2008. "Chunky vs. Incremental Growth: How to Expand a Search Domain." *Academy of Management Best Paper Proceedings*.
16. Oliver Baumann. 2007. "When Less Is More (and When It Isn't): High-level Coordination in Modular Systems." *Proceedings of the R&D Management Conference*.
17. Arnold Picot and Oliver Baumann. 2007. "Die verteilte Entwicklung komplexer Systeme: Grenzen der Modularität und Fähigkeiten zur Systemintegration." In: Ulrich Blum, Andreas Eckstein, and Andrea Eckstein (Eds.). *Wirtschaftsinformatik im Fokus der Modernen Wissensökonomik: Netzwerkökonomie und Electronic Business - Electronic Learning - Systementwicklung und Modellierung*. Festschrift für Prof. Dr. Dr. h. c. Wolfgang Uhr. Dresden: TUDpress, 335-352.
18. Oliver Baumann. 2003. "On the Application of Data Envelopment Analysis to R&D Project Selection." *Proceedings of Portland International Conference on the Management of Engineering and Technology*.

Working Papers

19. Oliver Baumann, JP Eggers, and Nils Stieglitz. 2014. "Adaptation and Multi-Business Firms: Competition, Aspirations, and Innovation."
20. Oliver Baumann, Markus Becker, and Isabel Dörfler. 2014. "A Tradeoff in Interfirm Organization Design: Coordination vs. Cooperation in the Airbus A350 Program."
21. Oliver Baumann, Markus Becker, and Isabel Dörfler. 2014. "Choosing Paths to Becoming a Systems Integrator: Lessons from Airbus' 'New Systems Policy'."

22. Rebecca Ermecke and Oliver Baumann. 2013. “Industrialized Venture Creation: The Case of Factory-like Incubators.”

Work in Progress

- Project on incentives and organizational adaptation (with Nils Stieglitz and Thorbjørn Knudsen)
- Project on customer interaction and innovation (with Nicolaj Siggelkow)
- Project on organizational aggregation of risk preferences (with JP Eggers and Nils Stieglitz)

Dissertation

- “Problem Solving in Complex Systems: Essays on Search, Design, and Strategy”
- Advisors: Arnold Picot, Dietmar Harhoff

PRESENTATIONS

“A Tradeoff in Interfirm Organization Design: Coordination vs. Cooperation in the Airbus A350 Program.”

- Academy of Management Meeting, Philadelphia, 2014
- DRUID Society Conference, Copenhagen, 2014

“Adaptation and Multi-Business Firms: Competition, Aspirations, and Innovation.”

- Strategic Management Special Conference, Tel Aviv, 2014
- Academy of Management Meeting, Orlando, 2013
- University of Vienna, Vienna, 2013
- DRUID Society Conference, Barcelona, 2013
- TOM Conference, New York University, New York, 2013

“Organizing for Distributed Innovation: Pushing the Envelope with Airbus’ ‘New Systems Policy.’”

- University of Southern Denmark, Odense, 2013
- Academy of Management Meeting, Boston, 2012
- DRUID Society Conference, Copenhagen, 2012
- Copenhagen Business School, Copenhagen, 2012

“Balancing Exploration and Exploitation: Implications of Being Unbalanced.”

- Academy of Management Meeting, Boston, 2012

“Rewarding Value-Creating Ideas in Organizations: The Power of Low-Powered Incentives.”

- Israel Strategy Conference, Tel Aviv, 2012
- Academy of Management Meeting, San Antonio, 2011

- DRUID Society Conference, Copenhagen, 2011
 - INFORMS Annual Meeting, Austin, 2010
- “Challenges to Identifying, Implementing, and Maintaining a Balance between Exploration and Exploitation.”
- Academy of Management Meeting, San Antonio, 2011
- “Routine Change in Response to Drastic Failure: Improvisation and Systematic Learning during the Development of the Airbus A380.”
- EGOS Colloquium, Gothenburg, 2011
- “Simulation vs. Formal Models.”
- TOM Conference, Universitat Pompeu Fabra, Barcelona, 2011
- “Evaluating the New: Why do we see so few firms with a pro-innovation bias?”
- German Academic Association for Business Research Meeting, Bremen, 2010
 - Organization Section, German Academic Association for Business Research, Berlin, 2010
 - Israel Strategy Conference, Be’er Sheva, 2009
- “Uncertainty, Learning, and the Termination of Bad Projects.”
- Ecole de Management Strasbourg, 2010
 - INFORMS Annual Meeting, San Diego, 2009
- “Simulation Modeling in Innovation and Management Research.”
- Ecole de Management Strasbourg, 2010
 - Technische Universität München, 2009
- “Modeling Complexity and Competitive Advantage.”
- Center for Advanced Studies, LMU Munich, 2009
- “Problem Solving in Complex Systems: Essays on Search, Design, and Strategy.”
- Academy of Management Meeting, Chicago, 2009
 - DRUID Summer Conference, Copenhagen, 2009
- “Search, Failure, and the Value of Moderate Patience.”
- Academy of Management Meeting, Chicago, 2009
 - Organization Section, German Academic Association for Business Research, Berlin, 2009
 - Israel Strategy Conference, Tel Aviv, 2008
- “Power in Organizational Learning.”
- Organization Science Winter Conference, Steamboat Springs, 2009
- “Efficiently Adapting or Muddling Through: The Contingent Value of Evaluation Capabilities.”
- Organization Science Winter Conference, Steamboat Springs, 2009
- “Chunky vs. Incremental Growth: How to Expand a Search Domain.”
- University of Southern Denmark, Odense, 2008

- Strategic Management Society Conference, Cologne, 2008
- Academy of Management Meeting, Anaheim, 2008
- German Academic Association for Business Research Meeting, Berlin, 2008
- Organization Section, German Academic Association for Business Research, Munich, 2008

“Cognitive and Experiential Evaluation: Implications for Exploration and Exploitation.”

- Academy of Management Meeting, Anaheim, 2008
- DRUID Summer Conference, Copenhagen, 2008

“Coordinating Search in Modular Systems: The Value of (Temporary) Integration.”

- Academy of Management Meeting, Anaheim, 2008
- Organization Studies Summer Workshop, Cyprus, 2008
- INFORMS Annual Meeting, Seattle, 2007
- The R&D Management Conference, Bremen, 2007
- Management Department Ph.D. Seminar, The Wharton School, Philadelphia, 2007

“The German Market for Health-Related R&D Services.”

- Economic Policy Research Seminar, Karlsruhe Institute of Technology, 2004

TEACHING

(Abbreviations: O: University of Southern Denmark Odense; M: Munich; S: Strasbourg)

Undergraduate courses

2012 – present	Strategy and Management (O)
2005 – 2010	Introduction to Business Information Systems (M, large lecture)
2009	Simulation Models of Strategy and Organization (M)
2005 – 2008	Innovation and Strategy in the ICT Industry (M)
2004 – 2008	Project and Change Management (M)
2007	Financial Analysis and Management (M, assistance)

Graduate courses

2013 – present	Organization of Innovation (O)
2012 – present	Corporate Strategy and Organization Design (O)
2011 – present	Foundations of Organization (O)
2011 – 2012	Advanced Strategy and Organization Theory (O)
2009 – 2012	Information, Organization and Management (S)
2010	Knowledge Management (M)

Ph.D. courses

2009 – 2012	Simulation Modeling (M, one module)
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Executive Education

2011 Complexity and Competitive Advantage (M, one module)

Supervision

2004 – present Supervision of numerous bachelor's and master's theses, seminar reports and internships, both theoretical and in cooperation with firms (O, M)

PROFESSIONAL ACTIVITIES

Organizer Co-Organizer, PDW on “Current Research in Organization Design: Topics, Tools, and Triumphs,” Academy of Management Meeting, OMT and BPS divisions, Philadelphia, 2014

Co-Organizer, 6th Conference of the Theoretical Organization Modeling Society, University of Southern Denmark, Odense, 2014

Co-Organizer, 5th Conference of the Theoretical Organization Modeling Society, New York University, 2013

Co-Organizer, 4th Conference of the Theoretical Organization Modeling Society, Universitat Pompeu Fabra, Barcelona, 2012

Organizer of the seminar series, Danish Institute for Advanced Study (DIAS), University of Southern Denmark, Odense, 2012 – present

Organizer of the research seminar series, Strategic Organization Design Unit, University of Southern Denmark, Odense, 2011 – present

Organizer, International workshop “Simulating Complex Organizations,” Center for Advanced Studies, LMU München, 2009

Co-Organizer, Multi-Conference Information Systems, LMU and TU Munich, 2008

Administration Coordinator of the budget (public funding, third-party funding, start-up grants), Institute for Information, Organization and Management, LMU Munich, 2005 – 2010

Coordinator of the research assistants, Institute for Information, Organization and Management, LMU Munich, 2005 – 2008

Member Academy of Management (AOM)
Danish Research Unit for Industrial Dynamics (DRUID)
German Academic Association for Business Research (VHB)
Institute for Operations Research and Management Science (INFORMS)

	Theoretical Organization Models Society (TOM)
Editorial Board	<i>Organization Science</i> (2013 – present)
Refereeing	<i>Computational and Mathematical Organization Theory</i> <i>Creativity and Innovation Management</i> <i>IEEE Transactions on Engineering Management</i> <i>International Journal of Technology Management</i> <i>Journal of Engineering and Technology Management</i> <i>Journal of Institutional Economics</i> <i>Management Science</i> <i>Organization Studies</i> <i>Production and Operations Management</i> <i>Schmalenbach Business Review</i> <i>Strategic Management Journal</i> <i>Structural Change and Economic Dynamics</i> <i>Telecommunications Policy</i> <i>Zeitschrift für Betriebswirtschaftliche Forschung (zfbf)</i>
Reviewing for Conferences	Academy of Management Meeting DRUID Academy and Society Meetings European Academy of Management Conference International Conference on Information Systems International Conference on Wirtschaftsinformatik Israel Strategy Conference Strategic Management Society Meeting VHB Annual and Section Meetings
Student / Research Evaluation	Cusanuswerk, German Academic Exchange Service, Ernst Ludwig Ehrlich Studienwerk, Konrad-Adenauer-Stiftung, Schmalenbach-Stiftung, German National Merit Foundation, Swiss National Science Foundation
Professional Training	Ph.D. Supervisor Training, University of Southern Denmark, 2012 Lecturer Training Program, incl. course and project work, individual and collegial supervision, University of Southern Denmark, 2010 – 2011 Professional teaching workshop, LMU München, 2010 Junior Faculty Workshops, German Academic Association for Business Research, Innovation Section (2009) and Organization Section (2010) Junior Faculty Consortium, Academy of Management, Technology and Innovation Management Division, 2008
Recruitment	Chair of various faculty assessment committees, assistant and associate professorships, University of Southern Denmark, 2013 - present
Ph.D. committees and supervisions	Felix Obschonka, FU Berlin (member, co-advisor), 2011 – 2014 Ulrik William Nash, University of Southern Denmark (chair), 2013 Jade Maneja, University of Southern Denmark (chair), 2012 Isabel Dörfler, LMU Munich (co-advisor), 2010 – 2012 Rebecca Ermecke, LMU Munich (co-advisor), 2010 – 2012

AWARDS AND HONORS

2014	Finalist, Best Paper Award, DRUID Society Conference
2009	Finalist, Best Paper Award, Israel Strategy Conference
2009	Finalist, Best Dissertation Competition, Academy of Management, Technology and Innovation Management Division
2009	Best Dissertation Award, DRUID Society
2009	Young Researcher Award, Organization Section, German Academic Association for Business Research (VHB)
2008	Outstanding Dissertation Award, Munich School of Management
2003	Omega Rho, Operations Research Honor Society
2003	Tau Beta Pi, Engineering Honor Society
1999	Formal commendation, German Air Force
1998	Graduation awards in Latin and Mathematics

GRANTS

2012 – 2014	Research grant, German Research Foundation (DFG) for “The Role of Interdependencies and Fit in M&A Performance” (PI: Tobias Kretschmer, LMU Munich, Germany)
2007 – 2010	Various travel grants from German Academic Association for Business Research (VHB), German Academic Exchange Service (DAAD), German Research Foundation (DFG), Haniel Foundation, LMU Management Alumni, Munich University Society
2007	Research grant, German Academic Exchange Service (DAAD)
2002 – 2003	Fellowship and travel grant, German-American Fulbright Commission
2002 – 2003	Scholarship, Oregon-Baden-Württemberg Program
2000 – 2008	Fellowship, e-fellows.net

OTHER PROFESSIONAL EXPERIENCE

Spring 2004	Research assistant, new technologies group, Fraunhofer Institute for Innovation and Systems Research, Karlsruhe, Germany
Summer 2003	Intern, corporate strategy department, DaimlerChrysler AG, Stuttgart, Germany
2000 – 2004	Consultant and board member (2001-2002), delta e.V. student consulting group, Karlsruhe, Germany
2001 – 2002	Research and teaching assistant, business information systems group, Institute of Applied Informatics and Formal Description Methods, Karlsruhe Institute of Technology, Karlsruhe, Germany

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| 2000 – 2001 | Intern, business development and information technology, youSmile.de (internet start-up), Karlsruhe, Germany |
| 1998 – 1999 | Military service, German Air Force, Bayreuth and Leipheim, Germany |
| 1997 – 1999 | Intern, electronic warfare lab and procurement department
Thales Communications / SEL Alcatel, Pforzheim, Germany |

PERSONAL

Born 22 March 1979, German citizen

German (native), English (fluent), Danish (working), French (deteriorating)

Enjoys boxing, cooking, music, reading, traveling