

OLIVER BAUMANN
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Strategic Organization Design Unit
Department of Marketing & Management
University of Southern Denmark
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<https://oliverbaumann.github.io/>
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POSITIONS

2017 – Present	Professor with special responsibilities, University of Southern Denmark
2011 – 2017	Associate Professor, University of Southern Denmark
2008 – 2011	Assistant Professor, University of Munich
2004 – 2008	Research and Teaching Associate, University of Munich

VISITING POSITIONS

2016 (short)	Visiting Scholar, Max Planck Institute for Innovation and Competition
2009 – 2012	Visiting Professor, Université de Strasbourg
2010	Visiting Scholar, Wharton School, University of Pennsylvania
2007	Visiting Ph.D. Student, Wharton School, University of Pennsylvania

EDUCATION

2008	Ph.D. in Business Economics (summa cum laude), University of Munich
2007	Master of Business Research (with distinction), University of Munich
2004	M.Sc. in Industrial Engineering (with distinction), University of Karlsruhe
2003	M.Sc. in Engineering Management, Portland State University

RESEARCH AND PUBLICATIONS

Interests

Organization design, in particular organizing for innovation and adaptation; organizational search and learning; firms as complex adaptive systems; computational modeling and simulation

Articles in refereed journals

- [1] Oliver Baumann, Markus C. Becker and Isabel Horrmann. 2020. “Ensuring Adaptation while Seeking Efficiency: Tiered Outsourcing and Skip-level Supplier Ties in the Airbus A350 Program.” *Organization Science*, 31, 5, 1176-1197.
- [2] Oliver Baumann, Jens Schmidt and Nils Stieglitz. 2019. “Effective Search in Rugged Performance Landscapes: A Review and Outlook.” *Journal of Management*, 45, 1, 285-318.
- [3] Oliver Baumann, JP Eggers and Nils Stieglitz. 2019. “Colleagues and Competitors: How Internal Social Comparisons Shape Organizational Search and Adaptation.” *Administrative Science Quarterly*, 64, 2, 275-309.
Discussed on:
<http://www.jijitang.com/article/5b4318c4870fe9f74089ebec/ASQ-zhu-bian-sui-bi-wei-shi-mo-san-xing-neng-gou-cheng-gong-duo-yuan-hua-qi-ye-nei-bu-di-bi-jiao-he-jing-zheng>

<http://www.organizationalmusings.com/2018/03/why-can-firm-like-samsung-do-well.html>
<https://asqblog.com/2018/09/12/baumann-eggert-stieglitz-2018-colleagues-and-competitors-how-internal-social-comparisons-shape-organizational-search-and-adaptation/>

- [4] Baumann, Oliver, Carsten Bergenholtz, Lars Frederiksen, Robert M. Grant, Rebecca Köhler, David L. Preston and Scott Shane. 2018. "Rocket Internet: Organizing a Startup Factory." *Journal of Organization Design*, 7, 13.
- [5] Oliver Baumann. 2015. "Models of Complex Adaptive Systems in Strategy and Organization Research." *Mind & Society*, 14, 2, 169-183.
- [6] Oliver Baumann. 2015. "Distributed Problem Solving in Modular Systems: The Benefit of Temporary Coordination Neglect." *Systems Research and Behavioral Science*, 32, 1, 124-136.
- [7] 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.
- [8] Isabel Dörfler and Oliver Baumann. 2014. "Learning from a Drastic Failure: Lessons from the Airbus A380 Program." *Industry and Innovation*, 21, 3, 197-214.
- [9] Oliver Baumann and Nicolaj Siggelkow. 2013. "Dealing with Complexity: Integrated vs. Chunky Search Processes." *Organization Science*, 24, 1, 116-132.
- [10] Nico Grove and Oliver Baumann. 2012. "Complexity in the Telecommunications Industry: When Integrating Infrastructure and Services Backfires." *Telecommunications Policy*, 36, 1, 40-50.
- [11] Oliver Baumann and Dirk Martignoni. 2011. "Evaluating the New: The Contingent Value of a Pro-Innovation Bias." *Schmalenbach Business Review*, 63, 4, 349-371.
- [12] Oliver Baumann. 2010. "Search, Failure, and the Value of Moderate Patience." *Schmalenbach Business Review*, 62, 3, 233-258.
- [13] 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.
- [14] 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.
- [15] Arnold Picot and Oliver Baumann. 2007. "Modularität in der verteilten Entwicklung komplexer Systeme: Chancen, Grenzen, Implikationen." *Journal für Betriebswirtschaft*, 57, 3-4, 221-246.

Edited books, book chapters, proceedings

- [16] John Joseph, Oliver Baumann, Richard Burton and Kannan Srikanth. (Eds.), 2018. "Organization Design", *Advances in Strategic Management* (Vol. 40), Emerald Publishing.
- [17] John Joseph, Oliver Baumann, Richard Burton and Kannan Srikanth. 2018. "Reviewing, Revisiting and Renewing the Foundations of Organization Design." In: John Joseph, Oliver Baumann, Richard Burton and Kannan Srikanth. (Eds.) 2018. "Organization Design."

- [18] 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*.
- [19] 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.
- [20] Oliver Baumann and Nicolaj Siggelkow. 2008. "Chunky vs. Incremental Growth: How to Expand a Search Domain." *Academy of Management Best Paper Proceedings*.
- [21] 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*.
- [22] 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.
- [23] 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*.

Publications for practitioners

- [24] Oliver Baumann. 2018. "Internal Comparisons Between Managers: From Performance Management to Organizational Learning." *Ledelse i Udvikling*, 5, 38-39.
- [25] 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 cited on [slate.com](#) and [inc.com](#).
- [26] Oliver Baumann. 2009. "Innovation in komplexen Systemen: Wann zahlt es sich aus, Fehlschläge geduldig zu tolerieren?" *zfo – Zeitschrift Führung und Organisation*, 4, 240-244.

Working papers and work in progress

- The Competitive Value of Customer Information (with Nicolaj Siggelkow)
- A Behavioral Model of Capitalist vs. Socialist Resource Allocation (with JP Eggers and Songcui Hu)
- Asymmetric Ratcheting of External Performance Expectations (with Matthias Mahlendorf and Zhiyan Wu)
- Learning in Hierarchies (with Kannan Srikanth and Tiberiu Ungureanu)
- Social Comparison and Learning in Networks (with Liangjie Zhao)

PhD thesis

"Problem Solving in Complex Systems: Essays on Search, Design, and Strategy." (Advisor: Arnold Picot, Co-advisor: Dietmar Harhoff)

PRESENTATIONS

Organizational Structure and Innovation

- Panelist, Strategic Management Society Annual Conference, 2020 (online)

Feedback and Foresight: Learning from the Asymmetric Ratcheting of De Facto Goals

- Carnegie School of Organizational Learning Conference, 2020 (online)

A Behavioral Model of Capitalist vs. Socialist Resource Allocation

- Theoretical Organizational Models Society Conference, Frankfurt, 2019
- Carnegie School of Organizational Learning Conference, Asilomar, 2019
- Organization Design Community Conference, Northwestern University, Chicago, 2018
- Journal of Organization Design Conference, Sandbjerg, 2018

Designing Organizations for Innovation and Adaptation

- Danish Institute for Advanced Study, Odense, 2018

The Complexity of Collaboration

- University of Southern Denmark, Odense, 2017

Controlling Search in Hierarchical Organizations

- Carnegie School of Organizational Learning Conference, Asilomar, 2017

Cutting through the Fog of Demand: The Competitive Value of Customer Information

- Aarhus University, Aarhus, 2018
- Theoretical Organizational Models Society Conference, Rome, 2017
- Carnegie School of Organizational Learning Conference, Asilomar, 2016

Regulating Organizational Search: Internal Social Comparisons and Adaptation in Multi-Unit Organizations

- Warwick Business School, Coventry, 2017
- Max Planck Institute for Innovation and Competition, Munich, 2016
- Copenhagen Business School, Copenhagen, 2016

Organizing a Venture Factory: Company Builder Incubators and the Case of Rocket Internet

- Academy of Management Meeting, Vancouver, 2015

A Model of Customer Interaction and Innovation

- Theoretical Organizational Models Society Conference, Venice, 2015

Adaptive Goal Systems

- Workshop on Change, Organizational Plasticity and Evolution, Barcelona, 2014

A Limit to Outsourcing Complexity: Coordination vs. Cooperation in the Airbus A350 Program

- Frankfurt School of Finance and Management, Frankfurt, 2015
- Vienna Conference on Strategy, Organizational Design, Vienna, 2015
- Academy of Management Meeting, Philadelphia, 2014
- DRUID Society Conference, Copenhagen, 2014

Adaptation and Multi-Business Firms: Competition, Aspirations, and Innovation

- BI Business School, Oslo, 2014
- Erasmus University Rotterdam, Rotterdam, 2014
- Eindhoven University of Technology, Eindhoven, 2014
- Strategic Management Special Conference, Tel Aviv, 2014

- Academy of Management Meeting, Orlando, 2013
- Vienna Conference on Strategy, Organizational Design, and Innovation, Vienna, 2013
- DRUID Society Conference, Barcelona, 2013
- Theoretical Organizational Models Society Conference, 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

- Theoretical Organizational Models Society Conference, 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
- 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
- Technical University of Munich, 2009

Modeling Complexity and Competitive Advantage

- Center for Advanced Studies, University of 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
- 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
- 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

Interests

Organization theory and organization design; business and corporate strategy; strategy execution and performance management

University of Southern Denmark

2015 – present	Business Performance Management (Executive MBA)
2013 – present	Organization of Innovation (M.Sc.)
2012 – present	Corporate Strategy and Organization Design (M.Sc.)
2011 – 2016	Foundations of Organization (M.Sc.)
2012 – 2015	Strategy and Management (B.Sc.)
2011 – 2012	Advanced Strategy and Organization Theory (M.Sc.)

University of Munich

2009 – 2012	Simulation Modeling in Management Research (Ph.D., one module)
2011	Complexity and Competitive Advantage (executive, one module)
2005 – 2010	Business Information Systems (B.Sc., very large lecture)
2010	Knowledge Management (M.Sc.)
2009	Simulation Models of Strategy and Organization (B.Sc.)
2005 – 2008	Innovation and Strategy in the ICT Industry (B.Sc.)
2004 – 2008	Project and Change Management (B.Sc.)
2007	Financial Analysis and Management (B.Sc., assistance)

Université de Strasbourg

2009 – 2012 Information, Organization and Management (M.Sc.)

Supervision

Supervised > 100 master's theses, bachelor's theses, and seminar reports

PROFESSIONAL ACTIVITIES

Editorial positions	Co-Editor, Journal of Organization Design, 2021 – Editorial board member, Academy of Management Discoveries, 2021 – Editorial board member, Strategic Management Journal, 2018 – Editorial board member, Organization Science, 2013 – Advisory Board, Schmalenbach Business Review, 2015 – 2020 Associate Editor, Journal of Organization Design, 2018 – 2020
Refereeing for journals	More recently/frequently: Academy of Management Review, Administrative Science Quarterly, Journal of Management Studies, Management Science, Science Advances, Strategy Science Less recently/frequently: Computational and Mathematical Organization Theory, Creativity and Innovation Management, IEEE Transactions on Engineering Management, International Journal of Technology Management, Journal of Engineering and Technology Management, Journal of Institutional Economics, Organization Studies, Production and Operations Management, Research Policy, Strategic Organization, Structural Change and Economic Dynamics, Telecommunications Policy
Refereeing for conferences	Academy of Management, DRUID, European Academy of Management, International Conference on Information Systems, International Conference on Wirtschaftsinformatik, Israel Strategy Conference, Strategic Management Society, German Academic Association for Business Research
Refereeing for funding agencies	Bavarian Academy of Sciences and Humanities, Cusanuswerk, Ernst Ludwig Ehrlich Studienwerk, German Academic Exchange Service, German National Merit Foundation, Konrad-Adenauer-Stiftung, Schmalenbach-Stiftung, Swiss National Science Foundation
Service	Representative-at-large, Corporate Strategy Interest Group, Strategic Management Society, 2021 – Co-organizer, workshop “Current Research in Organization Design: Topics, Tools, and Triumphs,” Academy of Management Meeting, Philadelphia, 2014, Vancouver, 2015, Anaheim, 2016, Atlanta, 2017, Chicago 2018, Boston 2019, Vancouver 2020 (online) Co-organizer, panel/symposium “Multiple Goals and Multiple Aspirations: New Questions, New Perspectives,” Organization Science Winter Conference, Monterey, 2020 (postponed) and Academy of Management Meeting, Vancouver, 2020 (online) Chair, INFORMS <i>Strategy Science</i> search/review committee, 2019

Co-organizer, symposium “Allocating Corporate Resources: The Need for New Theory,” Academy of Management Meeting, Atlanta, 2017

Co-organizer, workshop “Navigating the Publication Process,” DRUID Conference, Copenhagen, 2016

Co-organizer, workshop “Behavioral Target Setting,” Frankfurt School of Finance and Management, 2015

Co-organizer, Theoretical Organization Modeling Conference, Università Ca’ Foscari, 2015, University of Southern Denmark, 2014, New York University, 2013, Universitat Pompeu Fabra, 2012

Organizer, Workshop “Change, Organizational Plasticity, and Evolution,” Universitat Pompeu Fabra, Barcelona, 2014

Organizer, seminar series, Danish Institute for Advanced Study (D-IAS), University of Southern Denmark, Odense, 2012 – 2015

Organizer, seminar series, Strategic Organization Design Unit, University of Southern Denmark, Odense, 2011 – 2014

Organizer, workshop “Simulating Complex Organizations,” Center for Advanced Studies, University of Munich, 2009

Co-organizer, Multi-Conference Information Systems, Technical University of Munich, 2008

Memberships

Academy of Management
German Academic Association for Business Research
Organizational Design Community
Strategic Management Society
Theoretical Organization Models Society

UNIVERSITY SERVICE

Management and administration

Member of the Academic Council, Faculty of Business and Social Sciences, 2021 –

Research group leader, Strategic Organization Design unit, and member of the department management team, 2018 – 2020

Vice research group leader, Strategic Organization Design unit, and member of the department management team, 2015 – 2017

Budget administrator (public and third-party), Institute for Information, Organization and Management, University of Munich, 2005 – 2010

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

Mentoring

Franziska Sump, University of Southern Denmark, 2019 – present

Ph.D. supervision and committees

Tiberiu Ungureanu, Ohio State University (member), 2019 – present
Diana Verdes, University of Southern Denmark (co-advisor), 2019 – present

	Mathilde Fogh Kirkegaard, Copenhagen Business School (member), 2017/2018
	Daria Arkhipova, Università Ca' Foscari Venice (member), 2014
	Oguz Ali Acar, Erasmus University Rotterdam (member), 2014
	Felix Obschonka, Free University of Berlin (co-advisor), 2011 – 2014
	Ulrik William Nash, University of Southern Denmark (chair), 2013
	Jade Maneja, University of Southern Denmark (chair), 2012
	Isabel Dörfler, University of Munich (co-advisor), 2010 – 2012
	Rebecca Ermecke, University of Munich (co-advisor), 2010 – 2012
Recruitment committees (chair)	Postdoc in Strategic Organization Design, 2018
	Research Assistant in Strategic Organization Design, 2018
	Assistant Professor in Strategic Organization Design, 2017
	Associate Professor in Strategic Organization Design, 2016
	Part-time Professor in Strategic Organization Design, 2015
	Assistant Professor in Strategic Organization Design, 2014
	Assistant Professor in Strategic Organization Design, 2013
	Part-time Professor in Strategic Organization Design, 2013
Recruitment committees (member)	Assistant Professor in Marketing/Management, 2020
	Professor with special responsibilities in Strategic Organization Design, 2019
	Professor with special responsibilities in Consumer Culture, 2018
	Funding advisor, 2016
Professional development	Leadership program, Faculty of Business and Social Science, University of Southern Denmark, 2017
	Leadership program, University of Southern Denmark, 2016 – 2017
	Ph.D. supervisor training, University of Southern Denmark, 2012
	University pedagogy program, University of Southern Denmark, 2010 – 2011
	Professional teaching workshop, University of Munich, 2010
	Junior faculty workshops, German Academic Association for Business Research, 2009, 2010, and Academy of Management Technology and Innovation Management Division, 2008

AWARDS AND HONORS

2017 – present	Top 10% of Authors” on SSRN (Social Science Research Network, measured by all-time downloads)
2015, 2016	Best Reviewer Award, Academy of Management, Technology and Innovation Management Division
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
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 AND FELLOWSHIPS

2017 – 2021	Danish Council for Independent Research (DFF/FSE), “Controlling Innovation in Complex Organizations” (~500,000 EUR)
2013 – 2015	German Research Foundation, “The Role of Interdependencies and Fit in M&A Performance” (PI: Tobias Kretschmer, University of Munich, ~100,000 EUR)
2007 – 2010	Smaller fellowships from: German Academic Association for Business Research, German Academic Exchange Service, German Research Foundation, Haniel Foundation, LMU Management Alumni, Munich University Society
2007	Fellowship, German Academic Exchange Service (DAAD)
2002 – 2003	Fellowship, German-American Fulbright Commission
2002 – 2003	Fellowship, Oregon-Baden-Württemberg state exchange program
2000 – 2008	Fellowship, e-fellows.net

OTHER PROFESSIONAL EXPERIENCE

2004	Fraunhofer Institute for Systems and Innovation Research, research assistant
2003	DaimlerChrysler AG, corporate strategy department, intern
2000 – 2004	delta Karlsruhe consulting group, student consultant
2001 – 2002	Karlsruhe Institute of Technology, Institute of Applied Informatics and Formal Description Methods, research assistant
2000 – 2001	youSmile.de (startup), business development, part-time employee
1998 – 1999	German Air Force, air defense missile wing, military service
1997, 1998	Thales Communications / SEL Defense Systems, summer intern

PERSONAL

- Date/place of birth: March 22, 1979, Pforzheim, Germany
- Nationality: German
- Marital status: Married, two sons
- Languages: Danish, English, German