

**OLIVER BAUMANN**

Department of Business & Management  
University of Southern Denmark (SDU)  
Campusvej 55, 5230 Odense M, Denmark  
+45 6550 4433  
oliv@sam.sdu.dk  
<https://oliverbaumann.github.io/>

**EDUCATION**

- |      |   |
|------|---|
| 2008 | Ludwig-Maximilians-Universität München, Germany<br>Ph.D. in Business Economics (summa cum laude)                |
| 2007 | Ludwig-Maximilians-Universität München, Germany<br>Master of Business Research                                  |
| 2004 | Karlsruhe Institute of Technology, Germany<br>M.Sc. in Industrial Engineering and Management (with distinction) |
| 2003 | Portland State University, USA<br>M.Sc. in Engineering Management   |

**POSITIONS**

*Primary appointments*

- |             |  |
|-------------|--|
| 2017 –      | University of Southern Denmark (SDU), Denmark<br>Professor of Strategy and Organization Design<br>Head of research unit, Strategic Organization Design<br>Member of management team, Department of Business & Management |
| 2011 – 2017 | University of Southern Denmark (SDU), Denmark<br>Associate Professor of Strategy and Organization Design   |
| 2008 – 2011 | Ludwig-Maximilians-Universität München, Germany<br>Assistant Professor of Management   |
| 2004 – 2008 | Ludwig-Maximilians-Universität München, Germany<br>Research and Teaching Associate   |

*Affiliate appointments*

- |             |   |
|-------------|---|
| 2016        | Max Planck Institute for Innovation and Competition, Germany<br>Visiting Scholar        |
| 2010        | University of Pennsylvania, Wharton School, USA<br>Visiting Scholar                     |
| 2009 – 2012 | Université de Strasbourg / École de Management Strasbourg, France<br>Visiting Professor |
| 2007        | University of Pennsylvania, Wharton School, USA<br>Visiting PhD student                 |

## RESEARCH INTERESTS

Organizational Learning and Adaptation, Organization Design, Behavioral Strategy, Organizational Decision Making, Computational and Experimental Methods

## PUBLICATIONS

### Articles in refereed journals

- [1] Giorgia Sampò, Oliver Baumann and Marco Peressotti. 2025. “The Blind Men and the Elephant: Mapping Interdisciplinarity in Research on Decentralized Autonomous Organizations.” *Journal of Organization Design*, 14, 4, 239-263.
- [2] Franziska Lauenstein, Daniel Newark and Oliver Baumann. 2025. “How Mixed Performance Feedback Shapes Exploration: The Moderating Role of Self-Enhancement.” *Organization Science*, 36, 1, 166-185.  
Discussed on:  
[https://www.manager-magazin.de/hbm/performance-daten-sollten-angestellte-erfahren-wie-gut-ihre-kollegen-arbeiten-a-64290874-70d1-4d0b-95f9-77f636c7a310?sara\\_ref=re-xx-cp-sh](https://www.manager-magazin.de/hbm/performance-daten-sollten-angestellte-erfahren-wie-gut-ihre-kollegen-arbeiten-a-64290874-70d1-4d0b-95f9-77f636c7a310?sara_ref=re-xx-cp-sh)
- [3] Oliver Baumann and Brian Wu. 2023. “Managerial Hierarchy in AI-driven Organizations.” *Journal of Organization Design*, 12, 1-2, 1-5.
- [4] Stephan Billinger, Stefano Benincasa, Oliver Baumann, Tobias Kretschmer and Terry Schumacher. 2023. “Learning to Search Collaboratively: How Dyads Overcome Complexity and Misaligned Incentives in Imperfect Modular Decompositions.” *Industrial and Corporate Change*, 32, 1, 208-233.
- [5] Oliver Baumann, Gerald F. Davis, Sven Kunisch, Jao Luo and Brian Wu. 2023. “Organizing for Good: Using Organization Design to take on Grand Challenges.” *Journal of Organization Design*, 12, 4, 165-176.
- [6] Oliver Baumann and Brian Wu. 2022. “The many dimensions of research on designing flat firms.” *Journal of Organization Design*, 11, 1, 1-3.
- [7] Oliver Baumann, John Joseph, Metin Sengul and Brian Wu. 2021. “Editorial Vol. 10”, *Journal of Organization Design*, 10, 1, 1-2.
- [8] 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.
- [9] 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.
- [10] 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-eggers-stieglitz-2018-colleagues-and-competitors-how-internal-social-comparisons-shape-organizational-search-and-adaptation/>

- [11] 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.
- [12] Oliver Baumann. 2015. "Models of Complex Adaptive Systems in Strategy and Organization Research." *Mind & Society*, 14, 2, 169-183.
- [13] Oliver Baumann. 2015. "Distributed Problem Solving in Modular Systems: The Benefit of Temporary Coordination Neglect." *Systems Research and Behavioral Science*, 32, 1, 124-136.
- [14] 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.
- [15] Isabel Dörfler and Oliver Baumann. 2014. "Learning from a Drastic Failure: Lessons from the Airbus A380 Program." *Industry and Innovation*, 21, 3, 197-214.
- [16] Oliver Baumann and Nicolaj Siggelkow. 2013. "Dealing with Complexity: Integrated vs. Chunky Search Processes." *Organization Science*, 24, 1, 116-132.
- [17] Nico Grove and Oliver Baumann. 2012. "Complexity in the Telecommunications Industry: When Integrating Infrastructure and Services Backfires." *Telecommunications Policy*, 36, 1, 40-50.
- [18] Oliver Baumann and Dirk Martignoni. 2011. "Evaluating the New: The Contingent Value of a Pro-Innovation Bias." *Schmalenbach Business Review*, 63, 4, 349-371.
- [19] Oliver Baumann. 2010. "Search, Failure, and the Value of Moderate Patience." *Schmalenbach Business Review*, 62, 3, 233-258.
- [20] 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.
- [21] 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.
- [22] 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 special issues, books, and book chapters**

- [23] Oliver Baumann and Stefano Benincasa. Forthcoming. "Pick Up the Slack: Modelling Resource Availability and Search Processes in Organizations." In: Friederike Wall, Shuheng Cheng, and Stefan Leitner. (Eds.). Forthcoming. *The Oxford Handbook of Agent-based Computational Management*. Oxford University Press.
- [24] Oliver Baumann and Brian Wu. (Eds.) 2024. "Digital Twins." *Journal of Organization Design*, 13, 3.
- [25] Oliver Baumann and Brian Wu. (Eds.) 2023. "Managers and Managerial Hierarchy." *Journal of Organization Design*, 12, 1-2.

- [26] Oliver Baumann and Brian Wu. (Eds.) 2022. “*Evolutionary Processes and Organizational Adaptation.*” *Journal of Organization Design*, 11, 3.
- [27] Oliver Baumann and Brian Wu. (Eds.) 2022. “*Designing Flat Organizations*”, *Journal of Organization Design*, 11, 1.
- [28] John Joseph, Oliver Baumann, Richard Burton and Kannan Srikanth. (Eds.), 2018. “*Organization Design*”, *Advances in Strategic Management* (Vol. 40), Emerald Publishing.
- [29] 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.*” *Advances in Strategic Management* (Vol. 40), Emerald Group Publishing.
- [30] 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.

#### Articles in refereed conference proceedings

- [31] Oliver Alexy, Oliver Baumann, Ying-Ying Hsieh and Giorgia Sampò. 2026. “Pathways to Performance: A Configurational Analysis of Consensus in DAOs.” *Proceedings of the 59<sup>th</sup> Hawaii International Conference on Systems Science*. <https://hdl.handle.net/10125/112065>
- [32] Giorgia Sampò, Oliver Baumann and Marco Peressotti. 2026. “What We Talk About When We Talk About DAOs: An Integrated Socio-Technical Framework” *Proceedings of the 59<sup>th</sup> Hawaii International Conference on Systems Science*. <https://hdl.handle.net/10125/112064>
- [33] Tiberiu Ungureanu, Kannan Srikanth and Oliver Baumann. 2025. “Hierarchies of Adaptation: Structuring Exploration in Dynamic Environments.” *Academy of Management Best Paper Proceedings*.
- [34] Oliver Baumann, Franziska Lauenstein and Thorsten Wahle. 2022. “The Upside of Sugarcoating: Inaccurate Performance Reporting and Exploration in Organizations.” *Academy of Management Best Paper Proceedings*.
- [35] Nico Grove and Oliver Baumann. 2011. “Complexity in the Telecommunications Industry: The Challenge of Reconciling Bitpipe and Services.” *Proceedings of the 11<sup>th</sup> Pacific Telecommunications Council*.
- [36] Oliver Baumann and Nicolaj Siggelkow. 2008. “Chunky vs. Incremental Growth: How to Expand a Search Domain.” *Academy of Management Best Paper Proceedings*.
- [37] 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*.
- [38] 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.
- [39] 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

- [40] Oliver Baumann. 2018. “Internal Comparisons Between Managers: From Performance Management to Organizational Learning.” *Ledelse i Udvikling*, 5, 38-39.
- [41] Oliver Baumann and Nils Stieglitz. 2014. “Don’t Offer Employees Big Rewards for Innovation.” *Harvard Business Review*, 12 June 2014, <http://blogs.hbr.org/2014/06/dont-offer-employees-big-rewards-for-innovation/>, also cited on [slate.com](http://slate.com) and [inc.com](http://inc.com).
- [42] 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

- Franziska Lauenstein, Thorsten Wahle, Oliver Baumann and Daniel Newark. “Lipstick on a Skunk: How Misrepresenting Lower-Level Performance Can Promote Organizational Exploration.”
- Tiberiu Ungureanu, Kannan Srikan and Oliver Baumann. “Hierarchies of Adaptation: Structuring Exploration in Dynamic Environments.”
- Emil Bakkensen Johansen and Oliver Baumann. “Autonomous AI Imitators Increase Diversity in Homogeneous Information Ecosystems.”
- Emil Bakkensen Johansen and Oliver Baumann. “Platform Bypass: Informal Collaboration and Ecosystem Adaptation in Crisis Times.”
- Emil Bakkensen Johansen and Oliver Baumann. “Platform Reliance: How External Producers’ Use of Platform Content Shapes Product Similarity.”
- Oliver Alexy, Oliver Baumann, Ying-Ying Hsieh and Giorgia Sampò. “Pathways to Performance: A Configurational Analysis of Consensus in DAOs.”
- Giorgia Sampò, Oliver Baumann and Marco Peressotti. “What We Talk About When We Talk About DAOs: An Integrated Socio-Technical Framework.”
- Stefano Benincasa, Stephan Billinger and Oliver Baumann. “Balancing, Wandering, or Myopia? Search under Ambiguous Feedback.”
- Oliver Baumann, Matthias Mahlendorf and Zhiyan Wu. “Feedback and Foresight: Adapting to the Asymmetric Ratcheting of External Goals.”

## Work in progress

- Learning and Both of Simon’s Blades (with Daniel Levinthal)
- Cutting through the Fog of Demand: The Competitive Value of Customer Information
- Capitalist vs. Socialist Resource Allocation (with JP Eggers and Songcui Hu)
- Commitment in Organizational Learning (with Michael Christensen, Thorbjørn Knudsen and Nils Stieglitz)

## Dissertation

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

## PRESENTATIONS

Platform Reliance and Bypass: Organizational Design Tradeoffs in a News Ecosystem

- Organizational Design Community webinar, 2025

The Blind Men and the Elephant: Mapping Interdisciplinarity in Research on Decentralized Autonomous Organizations

- Decentralization in Organizations Conference, INSEAD, 2025

Organizing for Good

- Organizational Design Community Conference, 2023 (online)

Learning and Both of Simon's Blades

- Carnegie School of Organizational Learning Conference, Ittingen, 2023

Organizing for Good – A Case for Studying the Design of Democratic Organizations

- Panelist, Academy of Management Meeting, Seattle, 2022 (online)

Learning from the Pandemic: New Phenomenological and Theoretical Directions for Organization Design and Business Model Innovation

- Panelist, Strategic Management Society Annual Conference, 2021 (online)

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)
- Academy of Management Meeting, 2021 (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
- Organizational 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 Implementation and Performance Management

### **TEACHING**

**University of Southern Denmark**



2020 – present Business Development (M.Sc.)  
 2015 – present 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 Computational 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.)

### Vienna University of Economics and Business

2024 – 2025 Managing Organizations (Executive MBA)

### Université de Strasbourg / Ecole de Management Strasbourg

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

### Supervision

Supervised > 140 master's theses, bachelor's theses, and seminar reports

### Educational administration

2015 – 2017 Profile responsible, M.Sc. profiles in Strategy & Organization, Management of People, Management of Innovation Processes

## 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 –  
 Associate Editor, *Journal of Organization Design*, 2018 – 2020  
 Advisory Board, *Schmalenbach Business Review*, 2015 – 2020

Refereeing for journals Frequently: *Academy of Management Review*, *Administrative Science Quarterly*, *Management Science*, *Strategy Science*

Infrequently: 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, Journal of Management Studies, Organization Studies, Production and Operations Management, Research Policy, Science Advances, 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, 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
Academic Service	<p>Member of the STR (Strategic Management Division) Awards Committee, Academy of Management, 2023-2025</p> <p>Co-organizer, Theoretical Organization Modeling (TOM) Conference and Summer School, University of Southern Denmark, 2025</p> <p>Panelist, PDW on “Behavioral Theory of the Firm”, Academy of Management Meeting, Boston 2023, Chicago 2024, Copenhagen 2025.</p> <p>Panel member, Organizational Design Community Idea Development Workshop, 2023 – 2025, Online.</p> <p>Panelist, PDWs on “Computational Modeling and Experimentation” and “Humans and Algorithms in Organizations: Navigating the Intersection of Blockchain and AI”, Academy of Management Meeting, 2024, Chicago.</p> <p>Panelist, PDW on “People and Organizations Hackathon”, Academy of Management Meeting, 2023, Boston.</p> <p>Co-organizer, “Strategies for an Open World: Junior Scholar Paper Development Workshop,” Strategic Management Society Annual Conference 2022, London.</p> <p>Co-organizer, “Experiments in Entrepreneurship and Strategy Development Workshop,” Strategic Management Society Annual Conference 2022, London.</p> <p>Co-organizer, session “Corporate Strategy and Artificial Intelligence,” Strategic Management Society Annual Conference 2022, London.</p> <p>Co-organizer, professional development workshop “Organizing for Good,” Academy of Management Meeting, 2022, Seattle.</p> <p>Representative-at-Large, Corporate Strategy interest group, Strategic Management Society, 2021 – 2022</p> <p>Non-voting board member (ex officio), Organizational Design Community, 2021 – 2025</p> <p>Co-organizer, “Creating and Sustaining Competitive Advantage in a Discordant World Paper Development Workshop,” Strategic Management Society Annual Conference 2021 (online)</p> <p>Co-organizer, session “Corporate Strategy after the Pandemic: Sharp Changes and Long-Lasting Effects,” Strategic Management Society Annual Conference 2021 (online)</p>

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, review committee, INFORMS, for editor and journal *Strategy Science*, 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, Universitat Pompeu Fabra, 2012, New York University, 2013, University of Southern Denmark, 2014, Università Ca’ Foscari Venice, 2015

Organizer, Workshop “Change, Organizational Plasticity, and Evolution,” Universitat Pompeu Fabra, Barcelona, 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 (AOM)  
German Academic Association for Business Research (VHB)  
Organizational Design Community (ODC)  
Strategic Management Society (SMS)  
Theoretical Organization Models Society (TOM)

#### UNIVERSITY SERVICE

##### Management and Administration

Head of Research Unit, Strategic Organization Design, and member of the management team, Department of Business & Management, 2018 – present (except 2020)

Member of the Steering Committee, Digital Democracy Center, SDU, 2021 –

Member of the Academic Council, Faculty of Business and Social Sciences, SDU, 2021 – 2024

Member of the Operational Board, SDU eScience Center, 2021 – 2023

Member of the Advisory Committee for Reorganizing Business Education at SDU (udvalg vedr. reorganisering af det erhvervsøkonomiske område), 2021

	Member of SDU Security and Defense Research Network, 2020 – present
	Vice Head of Research, Strategic Organization Design unit, and member of the department management team, SDU, 2015 – 2017
	Organizer, research seminar series, Danish Institute for Advanced Study (DIAS), SDU, 2012 – 2015
	Organizer, research seminar series, Strategic Organization Design Unit, SDU, 2011 – 2014
	Budget responsible (public and third-party), 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
Mentoring	Franziska Lauenstein, SDU, 2019 – 2024 Stefano Benincasa, SDU, 2020 – 2022
Ph.D. supervision and assessments	Mads Kock Pedersen, Aarhus University (assessor), 2025 Dong Nghi Pham, ESSEC Paris (assessor), 2024 Tom Steinberger, WU Vienna (assessor), 2024 Sabita Kagdi Sørensen, SDU (assessor), 2022 Emil Bakkensen Johansen, SDU (co-advisor), 2022 – 2025 Johanna Eggers, SDU (co-advisor), 2022 – 2025 Manuel Romagnoli, LUISS Rome (assessor), 2022 Tiberiu Ungureanu, Ohio State University (assessor, co-advisor), 2019 – 2022 Joosef Walli, Aalto University (assessor), 2021 Diana Verdes, SDU (co-advisor), 2019 – 2024 Mathilde Kirkegaard, Copenhagen Business School (assessor), 2017/2018 Daria Arkhipova, Università Ca' Foscari Venice (assessor), 2014 Oguz Ali Acar, Erasmus University Rotterdam (assessor), 2014 Felix Obschonka, Free University of Berlin (co-advisor), 2011 – 2014 Ulrik William Nash, SDU (assessor), 2013 Jade Maneja, SDU (assessor), 2012 Isabel Dörfler, LMU Munich (co-advisor), 2010 – 2012 Rebecca Ermecke, LMU Munich (co-advisor), 2010 – 2012
Assessment committees	Associate Professor in Strategic Organization Design, 2022 Postdoc, Digital Democracy Center, 2021 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
Hiring committees	Professor in Strategic Organization Design, 2023 Professor in Innovation Management, 2023 Associate Professor in Strategic Organization Design, 2023 Dean, Faculty of Business and Social Sciences, 2022 Professor in Finance, 2022 Assistant Professor in Marketing/Management, 2020 Professor mso in Strategic Organization Design, 2019

Professor mso in Consumer Culture, 2018  
Funding advisor, 2016

Professional development      Leadership program, Faculty of Business and Social Science, SDU, 2017  
Leadership program, SDU, 2016 – 2017  
Ph.D. supervisor training, SDU, 2012  
University pedagogy program, SDU, 2010 – 2011  
Professional teaching workshop, LMU Munich, 2010  
Junior faculty workshops, German Academic Association for Business  
Research and Academy of Management, Technology and Innovation  
Management Division, 2008, 2009, 2010

## AWARDS AND HONORS

2017 – 2024      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      Dissertation Award, Munich School of Management, LMU Munich  
2003      Omega Rho, Operations Research Honor Society  
2003      Tau Beta Pi, Engineering Honor Society  
1999      Formal commendation, German Air Force  
1998      Graduation awards in Mathematics and Latin

## GRANTS AND FELLOWSHIPS

2020      Second round (interview stage), ERC Consolidator Grant application “The Firm as a Credit Assignment Mechanism” (not funded but evaluated as fully fundable)  
2017 – 2023      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 ACTIVITIES

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