

# Curriculum Vitae

## Jens Gammelgaard, PhD



### Current and Past Employment

- 2018 – Head of Department, CBS, Department of International Economics, Government and Business
- 2013 – 2018 Head of Department, CBS, Department of International Economics and Management
- 2013 – Professor MSO, International Business, Headquarters-Subsidiary Relationships
- 2008 – 2013 Program Director, Bachelor of Science in International Business Program, CBS
- 2005 – 2012 External Lecturer, Aarhus School of Business
- 2005 – 2013 Associate Professor, CBS, Department of International Economics and Management
- 2002 – 2004 Assistant Professor, CBS, Department of International Economics and Management

### Education

- 2018 Executive Education in Head of Department Management, CBS Executive
- 2002 PhD in International Business, CBS, Dissertation Title: *Gaining Competences in the Multinational Corporation through International Acquisitions: Danish Foreign Acquisitions 1994 – 1998*
- 1992 MSc in Economics and Business Administration, CBS
- 1990 BSc in Economics and Business Administration, CBS

### Academic Citizenship

- 2011 – Academic Expert, Danmarks Evalueringsinstitut. Accreditation of business programs offered by various business colleges in Denmark; also a member of accreditation committees for *cand.merc.* programs at Aarhus BSS and the University of Aalborg
- 2010 – 2017 Board Member and National Representative, European International Business Academy; track Chair, 2015, 2017, and 2021
- 2018 – Member of Master Thesis Task Force at CBS
- 2016 – 2018 Member of Steering Committee for Programme Administrative Projects, CBS
- 2012 – 2015 Book-review Editor, *Critical Perspectives on International Business*
- 2010 – 2013 Board Member, *CBS Observer*
- 2008 – 2013 Union Representative, Department of International Economics and Management
- 2017 Main organizer, Beeronomics 2017 Conference

### Teaching Experience

- 2019 – Guest Lecturer, Beer and Brewery Winter School, Berlin School of Economics and Law
- 2014 – 2018 Guest Lecturer, International Business and Strategy, MSc
- 2011 – 2012 Guest Lecturer, Course on M&A, Berlin School of Economics and Law

- 2010 –2019 Guest Lecturer, International Business Negotiations, BSc, CBS  
 2007 Koncernetablering og Koncernstyring, MSc, Aarhus School of Business  
 2005 – 2014 Course Coordinator, International Business Strategy, BSc, CBS  
 2005 – 2006 Guest Lecturer, International Business and Management, BSc, CBS  
 2004 – 2012 Course Coordinator, Strategic Collaboration among Firms, MSc, Aarhus Business School  
 2004 – 2008 Guest Lecturer, Internationale Virksomheder og Deres Rammebetingelser, HD, CBS  
 2004 Course Coordinator, Knowledge and Change Management, MBA, University of Iceland  
 2003 – 2006 Guest Lecturer, Managing Knowledge and Diversity – An MNC perspective, MSc, CBS/CEMS  
 2003 – 2008 Course Coordinator: International M&A, MSc, CBS  
 2002 Guest Lecturer, Intra-Organisational MNC Strategies: The Triple Bottom Line Perspective, MSc, CBS/CEMS  
 2001 – 2006 Course Coordinator, Competence Development in Multinational Corporations through International M&A, MSc, CBS  
 2001 – 2002 Guest Lecturer, International Business Operations, MSc, CBS  
 2000 Guest Lecturer, International Business Environment, BSc, CBS

### Assessment Committees

- Positions: Associate Professorship in International Business, CBS. Committee Member, Professorship, University of Durham. Committee Member, Associate Professorship, University of Reykjavik.  
 PhD: Committee Member, PhD Committees for Marianne Storgaard, Aarhus Business School; Morten Lindholst, CBS; Olaf Lindahl, University of Uppsala; Jacqueline Mees-Buss, University of Sydney; Smita Paul, University of Auckland; and Pawlina Jakowski, University of Technology, Sydney; Alexander N. Gorgijevski, University of Uppsala.  
 Funding: Sveriges Riksbank, and Austrian Science Fund.

### Awards

- 2019 *Global Strategy Journal*, Best Paper  
 2016 Emerald, Best Reviewer

### Refereed Journal Articles

- McDonald, F., Gammelgaard, J., Tüselmann, H., & Dörrenbächer, C. (2020). How TNC Subsidiaries Shine in World Cities: Policy Implications of Autonomy and Network Connections. *Transnational Corporations*, 27(1), 35-61. AJG2/BF11.
- Dörrenbächer, C. & Gammelgaard, J. (2019). Critical and Mainstream International Business Research: Making Critical IB an Integral Part of a Societally Engaged International Business Discipline. *Critical Perspectives on International Business*, 15(2/3), 239-261. AJG2/BF11
- Jiménez, A., Jiang, G.F., Petersen, B., & Gammelgaard, J. (2019). Within-country Religious Diversity and the Performance of Private Participation Infrastructure Projects. *Journal of Business Research*, 95, 13-25. AJG3/BF12
- Pogrebnyakov, N., Kristensen, J.D., & Gammelgaard, J. (2017). If You Come, Will They Build It?: The Impact of the Design and Use of a Performance Management System on Researcher Motivation. *Journal of Engineering and Technology Management*, 43, 67-82. AJG2/BF11

- Dörrenbächer, C. & Gammelgaard, J. (2016). Subsidiary Initiative Taking in Multinational Corporations: The Relationship between Power and Issue Selling. *Organization Studies*, 37(9), 1249-1270. AJG4/BFI2
- Li, X. & Gammelgaard, J. (2014). An Integrative Model of Internationalization Strategies: The Corporate Entrepreneurship – Institutional Environment – Regulatory Focus (EIR) Framework. *Critical Perspectives on International Business*, (10)3, 153-171. AJG2/BFI2
- Geppert, M., Dörrenbächer, C., Gammelgaard, J., & Taplin, I. (2013). Managerial Risk-taking in International Acquisitions in the Brewery Industry: Institutional and Ownership Influences Compared. *British Journal of Management*, 24, 316-324. AJG4/BFI2
- Gammelgaard, J., Kumar, R., & Worm, V. (2013). Culture-led Discrepancies and Negotiating Conflicts in Strategic Outsourcing Alliances. *Thunderbird International Business Review*, 55(5), 563-578. AJG2/BFI1
- Gammelgaard, J., McDonald, F., Stephan, A., Tüselmann, H., & Dörrenbächer, C. (2012). The Impact of Changes in Subsidiary Autonomy and Network Relationships on Performance. *International Business Review*, 21(6), 1158-1172. AJG3/BFI2
- Gammelgaard, J., McDonald, F., Stephan, A., Tüselmann, H., & Dörrenbächer, C. (2012). Characteristics of Low-autonomy Foreign Subsidiaries: Value Chains, Staffing, and Intra-Organizational Relationships. *Journal of International Business and Economy*, 13(1), 1-31. BFI1
- Gammelgaard, J., McDonald, F., Tüselman, H., Dörrenbächer, C., & Stephan, A. (2011). Effective Autonomy, Organisational Relationships and Skilled Jobs in Subsidiaries. *Management Research Review*, 34(4), 366-385. AJG1/BFI1
- Dörrenbächer, C. & Gammelgaard, J. (2011). Subsidiary Power in Multinational Corporations: The Subtle Role of Micro-political Bargaining Power. *Critical Perspectives on International Business*, 7(1), 30-47. AJG2/BFI2
- Dörrenbächer, C. & Gammelgaard, J. (2010). Multinational Corporations, Inter-organizational Networks and Subsidiary Charter Removals. *Journal of World Business*, 45, 206-216. AJG4/BFI2
- Gammelgaard, J. (2010). Knowledge Retrieval through Virtual Communities of Practice. *Behaviour & Information Technology*, 29(4), 349-362. AJG2/BFI2
- Gammelgaard, J. (2009). Issue Selling and Bargaining Power in Intrafirm Competition: The Differentiating Impact of the Subsidiary Management Composition. *Competition and Change*, 13(3), 214-228. AJG2/BFI1
- Gammelgaard, J., McDonald, F., Tüselmann, H., Dörrenbächer, C., & Stephan, A. (2009). Subsidiary Role and Skilled Labour Effects in Small Developed Countries. *Management International Review*, 49(1), 27-42. AJG3/BFI1
- Gammelgaard, J. & Ritter, T. (2008). Virtual Communities of Practice: A Mechanism for Efficient Knowledge Retrieval in MNCs. *International Journal of Knowledge Management*, 4(2), 46-61. BFI1
- Gammelgaard, J. (2007). Why Not Use Incentives to Encourage Knowledge Sharing? *Journal of Knowledge Management Practice*, 8(1).

- Dörrenbächer, C., & Gammelgaard, J. (2006). Subsidiary Role Development: The Effect of Micro-political Headquarters-Subsidiary Negotiations on the Product, Market, and Value-Added Scope of Foreign Owned Subsidiaries. *Journal of International Management*, 12(3), 266-283. AJG3/BFI2
- Gammelgaard, J. & Ritter, T. (2005). The Knowledge Retrieval Matrix: Codification and Personification as Separate Strategies. *Journal of Knowledge Management*, 9(4), 133-143. AJG2/BFI2
- Gammelgaard, J. (2005) The Impact of the Acquired Firm's Knowledge Sources on the Knowledge Creation Processes in the Acquiring Firm. *Problems and Perspectives in Management*, 3(4), 68-78.
- Gammelgaard, J. (2004). Access to Competence – An Emerging Acquisition Motive. *European Business Forum*, 17(Spring), 44-47.
- Gammelgaard, J. (2004). Why Are We So Hostile to Sharing Knowledge? *European Business Forum*, 18(summer): 80-81.
- Gammelgaard, J. (2003). Time and Path Dependencies in Foreign Acquisition Behaviours – The History of Danish Take-overs Abroad. *Scandinavian Economic History Review*, 51(3), 45-61. AJG1/BFI2

## Books

- Madsen, E. S., Gammelgaard, J., & Hobdari, B. (2020). *New Developments in the Brewing Industry: The Role of Institutions and Ownership*. Oxford University Press: Oxford. BFI2.
- Gammelgaard, J. & Dörrenbächer (2013). *The Global Brewery Industry: Market, Strategies and Rivalries*. Edward Elgar: Cheltenham, UK. BFI2
- Gammelgaard, J. (2002). Gaining Competences in the Multinational Corporation through International Acquisitions: Danish Foreign Acquisitions 1994 – 1998. PhD Thesis – Copenhagen Business School.

## Book Chapters

- Madsen, E.S.; Gammelgaard, J., & Hobdari, B. (2020). Introduction: Interaction between institutions and governance management in the brewing industry. In Madsen, E. S., Gammelgaard, J., & Hobdari, B., *New Developments in the Brewing Industry: The Role of Institutions and Ownership*. Oxford University Press: Oxford, 1-21. BFI2.
- Gammelgaard, J. & McDonald, F. (2018). The firm as a differentiated network and economic geography. In Cook, G., Johns, J., McDonald, F., Beaverstock, J., & Pandit, N. (eds). *The Routledge Companion to the Geography of International Business*. Abingdon: Routledge, 297-314. BFI2.
- Dörrenbächer, C. & Gammelgaard, J. (2016). Zooming in on politicking and issue selling tactics as new research directions for the study of micropolitics in MNCs. In *Politics, Power and Conflict in Multinational Corporations: Foundations, Applications and New Directions*. Edited by Florian August Arthur Becker-Ritterspach, Susanne Blazejewski, Christoph

- Dörrenbächer, and Mike Geppert. Cambridge: Cambridge University Press, 255-265. BFI2.
- Becker-Ritterspach, F. A. A. & Gammelgaard, J. (2016). Seminal contributions of the rationalistic-managerialist school. In *Politics, Power and Conflict in Multinational Corporations: Foundations, Applications and New Directions*. Edited by Florian August Arthur Becker-Ritterspach, Susanne Blazejewski, Christoph Dörrenbächer, and Mike Geppert. Cambridge: Cambridge University Press, 123-140. BFI2.
- Kumar, R., & Gammelgaard, J. (2016). Conflict resolution in headquarters-subsidary relationships: The roles of regulatory fit and moral emotions. In Ambos et al., *Research in Global Strategic Management – Volume 18: Perspectives on Headquarters-Subsidiary Relationships in the Contemporary MNC*. Bingley: Emerald Group Publishing, 121-140.
- Kumar, R. & Gammelgaard, J. (2015). Negotiations in emerging markets. In *Handbook of Human Resource Management in Emerging Markets* (Research Handbooks in Business and Management). red. / Frank Horwitz; Pawan Budhwar. Cheltenham: Edward Elgar Publishing, 173-192. BFI2.
- Gammelgaard, J. (2015). Case Study I: Internationalization of brewery companies: The case of Carlsberg. *International Business Strategy: Theory and Practice*. red. / Peter J. Buckley; Pervez N. Ghauri. Abingdon: Routledge, 108-114. BFI2.
- Gammelgaard, J. & Dörrenbächer, C. (2013) Introduction. In *The Global Brewery Industry: Markets, Strategies, and Rivalries* (New Horizons in International Business). red. / Jens Gammelgaard; Christoph Dörrenbächer. Cheltenham: Edward Elgar Publishing, 1-17. BFI2.
- Gammelgaard, J. & Hobdari, B. (2013) Subsidiary strategic responsibilities and autonomy. In *Carlsberg. The Global Brewery Industry: Markets, Strategies, and Rivalries* (New Horizons in International Business). red. / Jens Gammelgaard; Christoph Dörrenbächer. Cheltenham: Edward Elgar Publishing, 199-222. BFI2.
- Taplin, I, Gammelgaard, J., Dörrenbächer, C., & Geppert, M. (2013). The demise of Anheuser-Busch: Arrogance, hubris and strategic weakness in the face of intense internationalization. In *The Global Brewery Industry: Markets, Strategies, and Rivalries* (New Horizons in International Business). red. / Jens Gammelgaard; Christoph Dörrenbächer. Cheltenham: Edward Elgar Publishing, 269-287. BFI2
- Dörrenbächer, C., Becker-Ritterspach, F., & Gammelgaard, J. (2013). Subsidiary initiative-taking in multinational corporations: The role of issue-selling tactics. In *Global Themes and Local Variations in Organization and Management: Perspectives on Glocalization*. red. / Gili S. Drori; Markus A. Höllerer; Peter Walgenbach. New York: Routledge, 383-395. BFI2.
- Dörrenbächer, C. & Gammelgaard, J. (2011). Conflicts in headquarters-subsidary relationships: Headquarters-driven charter losses in foreign subsidiaries. In Dörrenbächer, C. & Geppert, M. (eds.). *Politics and Power in the Multinational Corporation: The Role of Institutions, Interests and Identities*. Cambridge: Cambridge University Press, 231-254. BFI2
- Gammelgaard, J. (2010). Virtual communities of practice: Knowledge retrieval, contextualization and establishment of weak trust in multinational corporations. In Jennex, M. (ed.). *Ubiquitous*

*Development in Knowledge Management: Integration and Trends*. Hershey: Information Science Reference, 32-51.

- Gammelgaard, J. & Pedersen, T. (2010). Internal versus external knowledge sourcing of subsidiaries and the impact of headquarters control. In Andersson, M. & Holm, U. (eds.), *Managing the Contemporary Multinational – the Headquarters Role*, Cheltenham: Edward Elgar, 211-231. BFI2
- Gammelgaard, J. (2010). Institutional duality and the strategic development of subsidiaries. In Larimo, J. (ed.), *Strategies and Management of Internationalization and Foreign Operations*. University of Vaasa, 284-308.
- Gammelgaard, J. (2009). Multinational exploration of acquired R&D activities. In Carettas, K. E. (ed.), *Outsourcing, Teamwork and Business Management*, New York: Nova Science Publishers, 15-30.
- Dieng, S., Dörrenbächer, C., & Gammelgaard, J. (2009). Subsidiary brands as a resource and the redistribution of decision-making authority following acquisitions. In Cooper, C. L. & Finkelstein, S. (eds.), *Advances in Mergers and Acquisitions Volume 8*. Bingley, UK: Emerald Group, 141-160.
- Gammelgaard, J. (2008). Subsidiary influence and its impact on role development: Three cases from the coatings industry in China. In Worm, V. (ed.), *China: Business Opportunities in a Globalizing Economy*. Copenhagen: Copenhagen Business School Press, 91-112.
- Husted, K., Michailova, S., & Gammelgaard (2005). Knowledge-sharing behavior and post-acquisition integration failure. In Buono A. F. & Poulfelt, F. (eds.), *Challenges and Issues in Knowledge Management (Research in Management Consulting, Volume 5)*. Greenwich, CT: Information Age Publishing, 209-226.
- Gammelgaard, J., Holm, U., & Pedersen, T. (2004). The dilemmas of MNC subsidiary transfer of knowledge. In Mahnke, V. & Pedersen, T. (eds.), *Knowledge Flows, Governance and the Multinational Enterprise: Frontiers in International Management Research*. Palgrave Macmillan. BFI2.
- Gammelgaard, J., Husted, K., & Michailova, S. (2003). Probleme des Wissenstransfers nach Akquisitionen: Wissenshortung und Wissenszurückweisung. In Dörrenbächer, C. (ed.), *Modeltransfer in Multinationalen Unternehmen*. Berlin: Sigma.
- Gammelgaard, J. (2001). Knowledge transfers following acquisition: The impact of previous trust-based relations. In Larimo, J. (ed.), *Current European Research in International Business*. Proceedings of the University of Vaasa Reports, 86: 246-264.
- Gammelgaard, J. (2000). How foreign subsidiaries develop into integrated competence centres. In Larimo, J. and Kock, S. (eds.), *Recent Studies in Interorganizational and International Business Research*. Proceedings of the University of Vaasa Reports 58, 164-181.