

Curriculum Vita Morten Knudsen

Work address: Dep. of Organization, Copenhagen Business School, Kilevej 14a, 2000 Frederiksberg, Denmark

Academic qualifications

- 2004 PhD in Knowledge Management, Copenhagen Business School, Department of Management, Politics, and Philosophy.
- 1995 M.Tech.Soc. (Master of Technological and Socio-Economic Planning), Roskilde University Center
- 1990-1991 Studies at Freie Universität, Berlin.

Professional experience

- 2008- Associate professor (lektor) in organizational analysis at the Department of Organization, CBS
- 2004 -2008 Assistant professor at the Department of Organization, CBS.
- 2003-2004 Research assistant and assistant professor at the Department of Public Health, University of Copenhagen.
- 1999-2003 PhD student at the Department of Management, Politics, and Philosophy, CBS.
- 1999-2000 Reviewer at Politiken (Danish newspaper)
- 1998-1999 Journalist at the magazine Højskolebladet (part time)
- 1993-1999 Teacher at Grundtvigs Højskole Frederiksborg, teaching sociology, cultural analysis, and rhetorics.

Research topics

Decision-making, organizational theory, public sector management, Management and leadership development, Management of ignorance, agricultural organizations and the management of zoonoses.

Publications

Peer reviewed articles

- Knudsen M and Kishik S (2022) Multiplying Ignorance, Deferring Action: Dynamics in the Communication of Knowledge and Non-Knowledge. *Social Epistemology* (forthcoming)
- Knudsen M og Kishik S (2021) Viden og ikke-viden i omgangen med zoonoser – belyst med husdyr-MRSA som case. *Dansk Sociologi* 32(2): 33-55.
- Larsson M, Knudsen M (2021) Conditions for Reflexive Practices in Leadership Learning: The Regulating Role of a Socio-moral Order of Peer Interactions. *Management Learning*, 19.3.2021 (online first)
- Essén A, Knudsen M and Alvesson M (2021) Explaining Ignoring: Working with Information that Nobody Uses. *Organization Studies*, 27.3.2021(online first)
- Knudsen M and Larsson M (2021) The Deep Organisation : The Organisational View in a Public Management and Leadership Development Programme. *Teaching Public Administration*, 28.4.2021 (online first)

- Larsson M, Carsten M and Knudsen M (2020) Good Intentions Gone Awry : Investigating a Strategically Oriented MLD Program. *Journal of Management Development*, 39(3): 334-354
- Knudsen M (2017) From evidence-based management to management of non-knowledge. *Emergence: Complexity and Organization*, 19(2)
<https://doi.org/10.17357.f54a7c6d328d513f9c8d6be522b101bd>
- Knudsen M (2017) Conditions for critical performativity in a polycontextural society. *M@n@gement*, 20(1): 9-27.
- Knudsen M (2017) Lederudvikling og quasi-religiøse organisationsforståelser : Når professionalisering bliver idealisering. *Tidsskrift for Arbejdsliv* 19(3): 67-73
- Knudsen M (2016) Media for reflection. A comparison of renaissance mirrors for princes and contemporary management education. *Management Learning* 47(3): 305-323.
- Knudsen M (2015) Fra evidens til ledelse af ikke-viden. I *Gjallerhorn*, Nr. 21, 2015: 96-106
- Knudsen M (2015) Lederuddannelse som spejl: En sammenligning af renæssancens fyrstespejle og moderne lederuddannelse. I: *Public Governance Research* , Vol. 1, Nr. 1, 2015, s. 1-14
- Knudsen M (2014) Teoriens praktiske væsen. I *Social Kritik*, Vol. 26, Nr. 140, pp. 40-48.
- Knudsen M (2011) Forms of inattentiveness: The production of blindness in the development of a technology for the observation of quality in health services. In *Organization Studies*, Vol. 32, Nr. 7, 2011, pp. 963-989.
- Knudsen, Morten (2011) Om grænser for kvalitetsteknologier - og om hvorfor det er vigtigt for kvalitetseksperter at reflektere over dem. In *Tidsskrift for Forskning i Sygdom og Samfund*, Vol. 8, Nr. 15, 2011, s. 121-148.
- Knudsen M (2011) Surprised by Method : Functional Method and Systems Theory. In *Historical Social Research*, Vol. 36, Nr. 1, 2011, pp. 124-142.
- Knudsen M, Juul Nielsen A and Finke K (2008): Expansive or Limitative Strategy? A case study of organisational responses to new public health. In: *Journal of Health Organisation and Management*, Vol. 22, Nr. 4, pp. 384-399.
- Knudsen M (2008): Structural Couplings Between Organizations and Function Systems : Looking at Standards in Health Care. In *Cybernetics & Human Knowing*, Vol. 14, Nr. 2-3, 2007, pp. 111-131.
- Knudsen M (2006): Autolysis Within Organizations - A Case Study. In *Soziale Systeme* 12, heft 1, pp. 79-99
- Knudsen M (2006): Performance measurements - performer selv. Et sociologisk blik på præstationsmålinger. In *Social kritik* nr. 104, pp 6-19
- Knudsen M (2006): Overtalelse eller forskydning? - Om retorikkens og den systemteoretiske sociologis forskellige svar på kommunikationens kontingens. In *Rhetorica scandinavica*, Nr. 39, pp 19-33

Knudsen M og Vinge S (2002): Mellem forandring og rutine. In *Tidsskrift for Dansk Sundhedsvæsen*, nr 7, pp. 268-279

Knudsen M (2001): Paradoksi eller kontingens. In *Nordiske Organisasjonsstudier* nr. 2 2001 (forskningskommentar), pp 125-129.

Knudsen M (2001): Den enkle prædiken. In *Kritisk forum for praktisk teologi* nr. 85 2001, pp.72-79

Knudsen M (1996): Rotter i labyrinten. Om samfunds- og kritikbegreberne hos Luhmann og i kritisk teori. In *Grus* nr. 49, 1996, pp. 75-87

Edited books

Knudsen, Morten & Werner Vogd (Eds.)(2015) *Systems Theory and the Sociology of Health and Illness : Observing Healthcare*. Abingdon : Routledge 2015, 240 s. (Sociology of Health and Illness)

Knudsen, Morten & Gorm Harste (Eds.)(2014): *Systemteoretiske analyser. At anvende Luhmann*. København: Nyt fra Samfundsvidenskaberne

Knudsen, Morten & Eva Zeuthen Bentsen (Eds.)(2010): *Kamp, Kommunikation og Komplexitet : Ledelse og fortolkninger i sundhedsvæsenet*. Frederiksberg: Handelshøjskolens Forlag. 199 pages.

Knudsen, Morten og Holger Højlund (Eds.)(2003): *Organiseret kommunikation – systemteoretiske analyser*. København: Samfundslitteratur.

Book chapters

Knudsen M and Højlund H (2021) *Kunsten at undre sig*. I Husted M og Pors JG (2021) *Eklektiske analysestrategier*. Frederiksberg: Samfundslitteratur, 191-222.

Knudsen M and Justesen L (2019) *Ledelses- og vidensproblemer som afsæt for læring*. I Helth P (red) *Ledelse og læring i praksis*. Frederiksberg: Samfundslitteratur, 117-136-

Knudsen, M and Larsson, M. (2017) *Trivielle maskiners performativitet*. I La Cour, Anders, Waldorff, Susanne Boch, & Højlund, Holger. (2017). *Når teknologier holder mere, end de lover: Kritiske perspektiver på ledelse af velfærd*. København: Nyt fra Samfundsvidenskaberne, p. 65-88.

Knudsen, Morten & Werner Vogd (2015) *Introduction : Health Care, Systems Theory and Polycontextuality*. In Knudsen, Morten & Werner Vogd (Eds.)(2015) *Systems Theory and the Sociology of Health and Illness : Observing Healthcare*. Abingdon : Routledge (Sociology of Health and Illness), pp. 1-22.

Knudsen, Morten (2015) *Personal Leadership in Polyphonic Organisations*
In: Knudsen, Morten & Werner Vogd (Eds.)(2015) *Systems Theory and the Sociology of Health and Illness : Observing Healthcare*. Abingdon : Routledge (Sociology of Health and Illness), pp. 215-234

Knudsen, Morten og Gorm Harste (2014): *Forord*. in Harste, Gorm og Morten Knudsen (red.) (2014): *Systemteoretiske analyser: At anvende Luhmann*. Frederiksberg: Nyt fra Samfundsvidenskaberne 2014, pp. 7-18

- Knudsen, Morten (2014): Metodisk overrasket : Om systemteori og funktionel metode. I Harste, Gorm og Morten Knudsen (red.) (2014): *Systemteoretiske analyser: At anvende Luhmann*. Frederiksberg: Nyt fra Samfundsvidenskaberne 2014, pp. 19-40
- Knudsen, Morten (2014) Fyrstespejl og uddannelse som anden ordens ledelse. In Andersen, Frode Boye (red.) Ledelse af ledelse: Anden ordens ledelse i organisationer. Århus: ViaSysteme 2014, pp. 250-267.
- Knudsen, Morten (2014): Systemteoretisk organisationsteori. In Vikkelsø, Signe & Peter Kjær (red.)(2014): Klassisk og moderne organisationsteori. Hans Reitzels forlag, pp. 317-342.
- Knudsen, Morten (2014): Failing decisions. In Bergman, Jens et.al. (Hrsg.)(2014): Scheitern - Organisations- und wirtschaftssoziologische Analysen. Springer VS, pp. 83-103.
- Knudsen, Morten and Jannick Brennum (2012): Spillet om spildet. In Lone Christensen; Per Christiansen; Bente Dam (Eds.)(2012): Sund ledelse. red. København : Danske Regioner, pp. 132-140.
- Knudsen, Morten and Højlund, Holger (2012): Organizational Suspensions: A Desire for Interaction. In Niels Åkerstrøm Andersen; Inger-Johanne Sand (Eds.)(2012): Hybrid Forms of Governance : Self-suspension of Power. Basingstoke: Palgrave Macmillan, pp. 64-84.
- Knudsen, Morten (2012): Structural Couplings Between Organizations and Function Systems: Looking at Standards in Health Care. In Niels Thygesen (Ed.)(2012): The Illusion of Management Control : A Systems Theoretical Approach to Managerial Technologies. Basingstoke: Palgrave Macmillan, 2012. pp. 133-158.
- Knudsen, Morten & Højlund, Holger (2010): Grænser for inddragelse : En analyse af inddragelsesidealer og beslutningsprogrammer på genoptræningsområdet. In Peter Kjær & Anne Reff Pedersen (Eds.)(2010): Ledelse gennem patienten: Nye styringsformer i sundhedsvæsenet. Handelshøjskolens Forlag, pp. 75-99.
- Knudsen, Morten (2010): Ledelse som fortolkning. In Knudsen, Morten & Eva Zeuthen Bentsen (Eds.): Kamp, kommunikation og kompleksitet : Ledelse og fortolkninger i sundhedsvæsenet. Frederiksberg: Handelshøjskolens Forlag, pp. 9-24.
- Knudsen, Morten & Zeuthen Bentsen, Eva (2010): Epilog. In Knudsen, Morten & Eva Zeuthen Bentsen (Eds.): Kamp, kommunikation og kompleksitet : Ledelse og fortolkninger i sundhedsvæsenet. Frederiksberg: Handelshøjskolens Forlag, pp.
- Knudsen, Morten & Højlund, Holger (2008): Den multikoblede offentlige sektor. In Dorthe Pedersen; Carsten Greve; Holger Højlund (Eds.): Genopfindelsen af den offentlige sektor: Ledelsesudfordringer i reformernes tegn. København: Børsen, 2008. s. 257-278.
- Knudsen, Morten (2008): Sygdomssystemet - og andre sociale systemer. In Jonna Gintberg Jensen; Berit Pedersen Haa (Eds.): Sundhedsvæsenet i et konstruktivistisk perspektiv. København: Unge Pædagoger, 2008. s. 15-33 (Konstruktivistiske byggesten).
- Knudsen, Morten (2005): Displacing the Paradox of Decision Making -The Management of contingency in the modernization of a Danish county. In David Seidl and Kai Helge

Becker (Ed.)(2005): *Niklas Luhmann and Organization Studies*. Liber and CBS press, pp. 107-126

Knudsen, Morten (2004): Ledelse i den selvopløsende organisation. In Pedersen, Dorthe (red.)(2004): *Offentlig ledelse i managementstaten* København: Samfundslitteratur, pp 199-216.

Knudsen, Morten og Sidsel Vinge (2003): Infrastruktur og reformer i sygehusvæsenet. In Finn Borum (red.)(2003): *Ledelse i sygehusvæsenet*. Handelshøjskolens forlag. pp. 210-227

Knudsen, Morten (2003): Forskydninger – Kontingenshåndtering i moderniseringen af et amtskommunalt sundhedsvæsen. In Højlund og Knudsen (red.): *Organiseret kommunikation – systemteoretiske analyser*. København: Samfundslitteratur 2003. pp. 136-158

Knudsen, Morten og Holger Højlund (2003): Introduktion In Højlund og Knudsen (red.): *Organiseret kommunikation – systemteoretiske analyser*. København: Samfundslitteratur 2003. pp. 9-14

Knudsen, Morten (2001): Krop og suverænitet – om to måder at skabe tillid på, i Bordum, Anders og Søren Wenneberg (red.)(2001): *Det handler om tillid*. København: Samfundslitteratur, pp. 15-23

Reports and working papers (not peer reviewed)

Kornberger, M.; Knudsen, M., Frankel, C. (2015) *Report on best practice study of executive education for the public sector*, Master of Public Governance, Copenhagen Business School, 33 pages.

Knudsen, Morten; Møller, Jacob ; Jensen-Kastrup, Astrid C.; Østergaard Jacobsen, Per (2010): *Undersøgelse om ledelse og organisering af den kommunale sundhedsindsats*. Master of Health Management, CBS, Center for Ledelsesudvikling, KL og Efficiens, 2010. 47 s., Survey.

Knudsen, Morten. / En guide til litteratur om metode, analysestrategi og videnskabsteori.. Frederiksberg, 2009. (CBS Working paper; 2009.01).

Knudsen, Morten, Anders la Cour og Thygesen, Niels Thyge (2005): "Det systemteoretiske interview : Interviewet som meningsdannelse". København, 2005, 16 s. MPP Working paper ; 2005-008 / LPF, CBS.

Knudsen, Morten (2004): "Beslutningsprocesser i Frederiksborg Amts Sundhedsvæsen", FLOS-rapport nr. 8, 2004, CBS.

PhD thesis

Beslutningens vaklen. En systemteoretisk analyse af moderniseringen af et amtskommunalt sundhedsvæsen 1980-2000. Ph.d.-afhandling, Forskerskolen i Viden og Ledelse, Handelshøjskolen i København, Ph.d. serie 3. 2004.

Contributions to dictionaries:

Autopoiesis – Beslutning – dobbeltkontingens – kompleksitet – kompleksitetsreduktion – kontingens - Luhmann, Niklas - selvreference – tillid – tilslutning. In: Pedersen, Inge Kryger and Steen Nepper Larsen (ed.)(2011): *Sociologisk leksikon*. Hans Reitzels forlag.

Journalistic publications (selected)

Knudsen, Morten (2011): "Fejl, flop og fiasko. Blog på Ugeskrift for læger

Knudsen, Morten (2011): Fejl, flop og fiasko 2 : Dynamikker.. Blog på Ugeskrift for læger

Knudsen, Morten (2011): Kvalitetsteknokraternes intelligente selv begrænsning? Blog på Ugeskrift for læger

Knudsen, Morten. Analyse: Blindspot : Er kvalitetsstandarder en sutteklud?.. I: Politiken, 16.06.2008, s. S. 6.

Knudsen, Morten & Laura Feldt (2004)"Om præsten som medie" i Roskilde stiftsbog 2004, 6. årgang.

Journal and book reviews

British Journal of Management, British Journal of Sociology, Distinktion, Ephemera, Agronomy for Sustainable Development, Nordiske Organisasjonsstudier, International Journal of Integrated Care, Organization Studies, Tidsskrift for Forskning i Sundhed og Samfund, Soziale Systeme, Nyt fra Samfundsvidenskaberne (several book-manuscripts).

Leadership experience

2007-2011 Associate Dean, Master of Health Management, CBS. Responsible for an annual budget at app. 3.0 mio Dkr (app. 400.000 Euro)

2011-2014 Leader of the international MPA Summer School in Cracow,

Research grants

2014 Received 3.817.981 DKK from Danish Council for Independent Research/Social Sciences to the 3 year research project "Leadership development in the public sector" (in collaboration with Magnus Larsson formal PI)

2014 Received 457.257 DKK from the Capital Region of Denmark to the 3 year research project "Leadership development in the public sector" (in collaboration with Magnus Larsson)

2012 Received 50.000 from the Public-Private platform at CBS for the research workshop 'polyphonic/polycontextural healthcare'

2006 Received 3.2 DKK from Danish Council for Independent Research/Social Sciences to the 3 year research project "Patienten i centrum" (in collaboration with colleagues from Center for Health Management, Peter Kjær as principal investigator)

Assessment committees

Wei-Hsin Hsiao, Universität Witten-Herdecke, member of the PdD assessment committee 2017

Antti Hyrkäs, University of Helsinki, member of the PhD assessment committee and opponent (2016)

Marie Louise Conradsen, CBS, PhD 2014, chairman

Anne Petersen, CBS, PhD 2013, chairman,

Ann-Dorrit Guassora, University of Copenhagen (2007-8). (PhD)

Ph.d. position 2014 – chairman

Ph.d. position 2012 – chairman

Associate professorship 2011 - chairman

Post doc 2011 – chairman

Supervisor for ph.d. students

Roderick Walker, OMS (2015 - 2018) mainsupervisor.

Thorben Simonsen, OMS (2016-2020) mainsupervisor

Marie Henriette Madsen, OMS, (2012-2015), mainsupervisor
Ditte Heering Holt (2013-14) (SIF, secondary supervisor)
Annegrete Juul Nielsen (secondary supervisor)

Organized conferences/seminars

- 2019 Organized ignorance, Oslo (organized with professor Tore Bakken, BI, and associate professor Justine G. Pors, CBS)
- 2017 Politics of (dis)connectivity, Beijing November 2017 (together with Holger Højlund)
- Developments of Professions - Observed with Niklas Luhmann's Systems Theory, Dubrovnik September 2017 (together with Gorm Harste, Steffen Roth and Gina Atzeni)
- 2015 Potentialization - The search for future possibilities, International workshop at Klitgården (organized with Dennis Schoeneborn, Justine Grønbæk Pors and Niels Å. Andersen. Funded by the Entrepreneurship Platform, CBS)
- 2012 International workshop on Polyphonic health care (organized with professor Werner Vogd, Germany. Funded with app. 8000 Euro by th Public-private platform, CBS),
- 2007-2010 20 seminars with combinations of public managers and researchers.

Teaching experience

Developer and coordinator of numerous courses in the field of organization, management and methodology at all levels. Currently responsible for 'Organisation og ledelse som kommunikation' at Politisk Kommunikation og Ledelse (CBS) and 'Samfundsvidenskabelig metode' at Master of Public Governance (CBS).

Boards

- 2016-2018 + 2021 Member of Academic Council, CBS
- 2015-2021 Shop Steward at the Department of Organization, CBS (2019-2021: member of HSU, the General Consultation Committee, at CBS)
- 2010 Member of the board of 'Nyt fra samfundsvidenskaberne' (publishing house)