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(December 10, 1947)

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Summary of qualifications

Work experience

- 1987 -** **Copenhagen Business School, Department of Organization**
Professor (1997 -)
Associate Professor (1987 – 97).
- 1973 - 87** **Technical University of Denmark, Department of Construction Management**
Associate Professor (1978 - 1987)
Assistant Professor (1977 - 1978)
Ph.D. Scholar (1973 - 76)
- 1980 - 81** **United Nations Development Programme, New York, U.S.A.**
Training officer
- 1972 - 73** **Stanford University, California, U. S. A.**
Visiting Scholar
- 1964 -68** **Schøbel & Marholt**
Certified accountants

Educational background

- 1976** **Ph.D. (Lic.techn.)**
Department of Construction Management
Technical University of Denmark
Lyngby, Denmark
- 1972** **M.Sc. (Cand.merc.)**
- 1971** **B.Sc. (HA)**
Copenhagen School of Business
Copenhagen, Denmark
- 1967** **Certified Accountant**
Schøbel & Marholt
Copenhagen, Denmark

Professional experience

- Member of the CBS Board (2008 -)
Founder and director, Center for Ledelse i Byggeriet (The Center for Management Studies of the Building Process) (2005 -)
- Co-Founder and Scientific Leader, Center for Flexibility and Efficiency (1998 - 2001)
- Chairman of the Board, SCANCOR at Stanford University (1997 - 2004)
- Co-Founder and Director, CISTEMA: Center for Inter-disciplinary Studies in Technology Management. (1993 - 99).
- Editor, *Scandinavian Journal of Management* (2001 - 06)
- Co-editor, *Nordiske Organisasjons Studier* (1998 - 2007)
- Member of Editorial Advisory Board, *Qualitative Research in Accounting & Management* (2007 -)
- Member of the Academic Council, Copenhagen Business School (2003 - 08)
- Member, Erhvervs- og Byggestyrelsens Visionsgruppe "Vision 2020 for byggeriet" (2005)
- Member, ATV Fremtidens byggeerhverv – Nye markeder, nye roller og ændret arbejdsdeling"

Member of Advisory Board, KITE (Knowledge Integration and Innovation in Transnational Enterprise), Linköping University, Sweden

Member, programme committee, Riksbankens Jubileumsfond (2007 -)

Member of Advisory Board, Byggeriets Innovation (2004 -)

Member af projektrådet for Det digitale Byggeri (2004 - 07)

Member, Danish Social Science Research Council (2001 - 03)

Director, EMRI: EUREKA Management Research Initiative (1989 – 1994)

Chairman (1986 – 88), board member (1984 – 88), newsletter editor (1984 – 86), Standing Conference on Organizational Symbolism

Co-founder, Financial director, Scandinavian Academy of Management Studies (1992-1994)

Organizer of several international conferences and workshops, e.g. The Annual Conference on “Managing the Construction of Building” (Center for Management Studies of the Building Process), “Crossing Boundaries: Economics, Sociology and Organization Theory” (SCANCOR, Stanford University, September 2000), “Mobilizing Knowledge in Technology Management” (CISTEMA, CBS, October 1999), “The Roots and Branches of Organizational Economics” (SCANCOR, Stanford University, September 2000).

Referee for international journals: including *Organization Science*, *Scandinavian Journal of Management*, *Organizational Studies*, *Academy of Management Journal*, *Studies in Cultures, Organizations and Societies*, *Journal of Management and Governance*. *California Management Review*.

National Expert in working group preparing the EUREKA booklet, *Cross Border Innovation: Managing Co-operative Ventures in Industrial R&D*

National Expert in EUREKA Evaluation Study conducted by the French EUREKA Chair, reported in *Evaluation of EUREKA Industrial and Economic Effects*. 1993

Regular speaker (10 -15 per year) for practitioners, in companies, at professional association meetings, etc. Common subjects include: “project management”, “networking”, “technology management”, “organizational and technological innovation”, “knowledge creation and management”, “decision-making”, and “construction management”.

Supervisor for a large number of Ph.D. students.

Current year:

Dissertation committee, Timo Hartman, CIFE, Stanford University (2008)

Management experience

Director of Center for Management Studies of the Building Process. (2005 -)

Head of Department, Department of Organization and Industrial Sociology,
Copenhagen Business School. Staff: approx. 70. (1998 – 99)

Member of the Board, Copenhagen Business School (2008 -)

Associate Dean, Copenhagen Business School, MBA BYG

Member of the board, Niels Fuglsang A/S

Financial Director, Scandinavian Academy of Management Studies (1992 –
94)

Extensive experience on committees: curriculum boards, institute boards,
faculty boards, including also department chairman (Department of
Construction Management, Technical University of Denmark).

Extensive experience as project manager for research projects.

List of Publications / Publikationsliste

2008

* Foreword to, preparation and translation of, *Fornuft og Forandring - Ledelse i en verden beriget med uklarhed*. 2nd Edition. A collection of articles by James G. March. København: Samfundslitteratur, 2008.

Collaboration and Cooperation. In Clegg, Stewart R. & James R. Bailey (EDS.), *International Encyclopedia of Organization Studies*. Los Angeles: Sage Publications.

"Det skal kunne betale sig at tænke sig om." CLIBYG kronik (april 2008).

"Rationelle beslutninger med irrationelle konsekvenser." CLIBYG kronik (februar 2008).

2007

Constructing the Client in Architectural Competition. An Ethnographic Study of Revealed Strategies. Conference Paper, presented at EGOS Colloquium, Vienna 2007

Prækvalificering til arkitektkonkurrencer i Danmark. Del 1: Bygherrerens perspektiv og erfaringer. Working Paper. Center for Management Studies of the Building Process. (With Majken Merete Gorm).

Strategizing in Unknowable Worlds. Preparing for Success in Architectural Competitions. Conference Paper, presented at the EURAM Conference, Paris 2007.

"A Scandinavian way in organization theory. What is the evidence, and does evidence matter?" *Nordiske Organisasjonsstudier* 2007 (9:1. pp.. 83-91)

2006

Double-Loop False Learning -The micro-processes of learning under uncertainty. Paper presented at the 22nd EGOS Colloquium, Sub-theme 35: The Social Complexity of Organizational Learning: Dynamics of micro-practices, processes and routines, July 6-8, Bergen, Norway.

The Micro-Processes of Experiential Learning
-Snags In Construction Work And In Knowing How Things Work. Paper prepared for the IOA Winter Conference 2006.

Architectural Competitions. A Case Study. Center for Management Studies of the Building Process. 2006.

Læringssvigt i Byggeriet. En empirisk analyse af nogle gode grunde til dårlige resultater. En rapport udarbejdet til Erhvervs- og Byggestyrelsen. (i samarbejde med Mette Løth Frederiksen og Lise Damkjær)

2005

* *Valg, vane og vision*. Articles by James G. March. Translation. Samfundslitteratur 2005. 351 pages.

Architectural Competition for Primacy. Organizational Strategies under Conditions of High Uncertainty and Complexity
Conference Paper, presented at EGOS Colloquium, Berlin 2005

Small Artifacts – Big Technologies. The Power of Imperfect Principles. Conference Paper, accepted for presentation at Academy of Management Meeting, August 2005.

”The analytical interview. Relevance beyond reflexivity.” In *The art of science*. Stefan Tengblad, Rolf Solli and Barbara Czarniawska (Eds.) (Co-author: Jan Mouritsen).

”Industrialisering er, hvad det gøres til.” I *Industrialiseret arkitektur*. Lene Dammand Lund, Line Eriksen og Jens V. Nielsen (Eds.)

2004

Knowledge Management as Attention. Principles and Practice of Product Development. Working paper

Akkordsystemer i byggesektoren. Indsigter i akkordlønns rolle i teori og praksis. Report. (Co-author: Marianne Førriisdal)

2003

* Forbidden Knowledge - Or Merley Hidden? *Management Learning*, Vol. 34, No. 3. Pp. 371-373

* Not for Profit - for Sale. Management Control in and of an Internet Start-Up Company (with Jan Mouritsen). In Bhimani, Alnoor (Ed.), *Management accounting in the digital economy*. Oxford: Oxford University Press. 299 pages.

* Performing Design. Serious but not Literal Design! (with Jan Mouritsen). Unpublished manuscript.

* Knowledge Management as Technology -Making Knowledge Manageable (with Jan Mouritsen). In *The Northern Lights – Organization Theory in*

Scandinavia (Czarniawska, Barbara og Guje Sevón, EDS). Copenhagen: Copenhagen Business School Press/Liber/Abstrakt. Pp. 223-47.

2002

* Tacit Knowledge Management: The Role of Artifacts. *Journal of Knowledge Management*, Vol. 6, No. 2. Pp. 112-123

* *Forskning i praksis* (Eds. With Steen Scheuer). Copenhagen: Nyt fra Samfundsvidenskaberne. 316 pages.

* *Forskning i praksis*. Introduction to *Forskning i praksis* (Eds. With Steen Scheuer) Copenhagen: Nyt fra Samfundsvidenskaberne. Pp. 7-36

* The co-production of chip and society -Unpacking packaged knowledge (with Kjell Tryggestad). *Scandinavian Journal of Management*, Vol. 18, No. 3, pp. 421-449.

2001

* Review of Ohlsson, Ö. & Rombach, B., "Res pyramiderna. Om frihetsskapande hierarkier och tillplattningens slaveri". *Scandinavian Journal of Management*.

* Tilbage til arbejdet! Et essay om arbejdets betydning for – og placering i – vores teorier om organisationer. In *Nordiske Organisasjons Studier*. Vol. 3, No. 1

2000

* Et behavioralistisk bidrag til virksomhedsstrategi. In *Strategi og Anarki* ("Strategy and Anarchy"), T. Agersnap & S. Scheuer (EDS.), København: Nyt fra Samfundsvidenskaberne. (With Mie Augier).

* Introduction: Some Roots and Branches of Organizational Economics. *Journal of Industrial and Corporate Change*, Vol. 9, No. 4 (Special Issue). Pp. 555-565. (With Mie Augier and James G. March)

* Rationality, Imagination and Intelligence in Human Decision Making. Lessons from Simon, Shackle and March. *Journal of Industrial and Corporate Change*, Vol. 9, No. 4 (Special Issue). Pp. 659-681. (With Mie Augier)

* Competence and Community: post-acquisition learning processes in high-tech companies. *International Journal of Technology Management*, Vol. 20, Nos. 5/6/7/8. Pp. 657- 669. (With Kristina Lee)

* An Interview with James G. March. *Journal of Management Inquiry*, Vol. 9 No. 3 (September). (With Mie Augier).

1999

* "The Knowledge Project". Paper presented at CISTEMA Conference on Mobilizing Knowledge in Technology Management, October 1999.

- * Knowledge and Mind. In *Cognition, Knowledge and Organizations*. Porac, J. and Garud, R. (Eds.) Advances in Managerial Cognition and Organizational Information Processing, Vol. 6. JAI Press. Pp. 1-29.
- * Review of *Managing Knowledge, Perspectives on Cooperation and Competition*. von Krogh, G. & Roos, J. (Eds.). *Scandinavian Journal of Management*, Vol. 15, No. 1. (With Augier, M. and Lee, K.)
- 1998
- * Rationality and Imagination. Boundaries in Human Decision-making. (With Mie Augier). Paper presented at CISTEMA workshop on Austrian Economics and Economic Organization, Technology and Knowledge, Copenhagen, June.
- * *Constructing R&D Collaboration. The Enactment of EUREKA*. Kreiner, Kristian and Sevón, Guje (EDS.).
- * Introduction. In *Constructing R&D Collaboration. The Enactment of EUREKA*. Kreiner, Kristian and Sevón, Guje (EDS.). (With Guje Sevón)
- * The art of managing EUREKA projects. In *Constructing R&D Collaboration. The Enactment of EUREKA*. Kreiner, Kristian and Sevón, Guje (EDS.).
- 1997
- * Hvad kan man bruge forskning i projektledelse til (“What is the use of research in Project Management”). In Proceedings from Projektledelse '97. (With Pernille Eskerod)
- * International projektledelse (“International Project Management”). Article published in *Projektledelse*. 1997* Vol. 2
- * “Kommentarerne taler for sig selv”. Ledelse af pædagogiske processer. *Mosaik om moderne ledelse*. IOA Årbog 1997. Klöcker-Larsen, L. et al. (EDS.) Copenhagen: Nyt fra Samfundsvidenskaberne
- * The Co-production of CHIP and Society: Unpackaging Packaged Knowledge. Paper presented at Nordic Academy of Management. (With Kjell Tryggestad)
- 1996
- * Accountability in project formation. In *Accountability: Power, ethos and the technologies of managing*. Munro, Rolland and Mouritsen, Jan (Eds.). London: International Thomson Business Press. Pp. 85-102
- * Social Construction of Application Specific Integrated Circuits. The Foundations of Knowledge-based Companies and Economies. Paper (With Kjell Tryggestad)

- * Knowledge and Mind. Paper presented at Academy of Management Conference, August 1996
- * “Hvad skal være fakultetes identitet?” In *Institut for Organisation og Arbejdssociologi: Årbog 1996*
- 1995
- * Creativity post-processing: On making turbulence valuable. In Ford, Cameron M. and Gioia, Dennis A., *Creative Action in Organizations. Ivory Tower Visions & Real-world Voices*. Thousand Oaks, CA: Sage Publications. pp. 181-186 (With Majken Schultz). 1995
- * In search of relevance: Project management in drifting environments. *Scandinavian Journal of Management* 11(4), 1995, pp. 335-346
- * Soft cultures: The symbolism of cross-border organizing. *Studies in Cultures, Organizations and Societies* 1(1), pp. 63-81 (co-author: Majken Schultz). 1995
- * Foreword to, preparation and translation of, *Fornuft og Forandring - Ledelse i en verden beriget med uklarhed*. A collection of articles by James G. March. København: Samfundslitteratur. 1995
- 1993
- * Managing the internationalization of R&D. The European experience. Paper based on a speech given at the symposium “Internationalization of Research and Development: Context, Evolution, and Management”, Technology and Innovation Management Division, Academy of Management Meeting, August 1993.
- * The art of managing EUREKA projects. Lessons from a longitudinal study. Paper given at the conference “Cross-border Ventures in Innovation. The Uniqueness of the EUREKA Experience, March 1993.
- * Informal collaboration in R&D. The formation of networks across organizations. *Organization Studies*, Vol. 14, No. 2, 1993. Pp. 189-209. With Majken Schultz
- * *EUREKA - på dansk*. København: Samfundslitteratur, 1993.
- 1992
- * Konstruktiv teknologi: sandhed eller konsekvens. I *Konstruktiv teknologi*. Redigeret af Torben Agersnap. København: Nyt fra Samfundsvidenskabernes, 1992.
- * *Teknologi & virksomhedsudvikling*. Redigeret af Kristian Kreiner og Jan Mouritsen. København: Samfundslitteratur. 1992

- * Teknologi og virksomhedsudvikling. En introduktion og oversigt. I *Teknologi & virksomhedsudvikling*. Redigeret af Kristian Kreiner og Jan Mouritsen. København: Samfundslitteratur. Pp. 1-22. (medforfatter Jan Mouritsen). 1992.
- * Organisering af vidensproduktion. I *Teknologi & virksomhedsudvikling*. Redigeret af Kristian Kreiner og Jan Mouritsen. København: Samfundslitteratur. Pp. 59-99. 1992
- * The Postmodern Epoch of Organization Theory. *International Studies of Management and Organization*. Vol. 2:2. Pp. 37-52. 1992. På dansk i *Kalejdoskopiske fortællinger*, Molin, J. & Schultz, M. (Eds.). Copenhagen: Schulz, 19??
- 1991 * *Projektledelse i løst koblede systemer - ledelse og læring i en ufuldkommen verden*. København: DJØF, 1991. (co-author: Søren Christensen)
- 1990 * *Corporate Architecture. Turning Physical Settings into Symbolic Resources*. In Gagliardi, P. (Ed.), *Symbols and artifacts. views of the Corporate Landscape*. Berlin: de Gruyter, 1990. Pp. 41-67. (Co-author: P.O.Berg)
- 1989 * Culture and meaning: Making sense of conflicting realities in the workplace. *International Studies of Management & Organization*, Vol. 19(3). 1989. Pp. 64-81
- * Efficiency. The role of formal instruction and tacit knowledge. Paper. Presented at the EFMD conference "Knowledge as a Corporate Asset." Barcelona, April 1989.
- 1987 * Prisdannelse og kalkulation. Om at regne - og regne den ud. *Byggeindustrien*, nr. 2, 1987)
- 1986 * Den menneskelige faktor. *Byggeindustrien*, nr 10, 1986.
- * Teori for praksis. *Byggeindustrien*, nr. 1, 1986. (co-author Knud Christensen)
- * The engineering of bids in construction. Cultural premises and cultural implications. Paper. *SCOS Conference on Cultural Engineering: The Evidence For and Against*. Montreal, 1986.
- * CAD/CAM i bygge- og anlægssektoren: Et kommunikations-teoretisk perspektiv. TUP forskningsprojektet *Proaktiv teknologivurdering af anvendelse af CAD/CAM i bygge- og anlægssektoren og konsekvenserne for arbejdsforholdene på byggepladsen*. Department of Construction Management, Technical University of Denmark, 1986.

1985

* Projektets kulturelle spændetrøje. Ti argumenter imod projektkultur som ledelsværktøj. *Symposium Projektplan '85. Proceedings*. Copenhagen, 1985.

* Styring i komplekse, sociale systemer. Paper. Seminar at Copenhagen Business School, 1985.

* Skills in organizations. Assets and liabilities. In Strati, Antonio (Ed.), *The Symbolics of Skills*. Trento: Università di Trento, 1985.

* Organizational aura, corporate image, and industrial renewal. Institution building in construction. Paper. SCOS conference on *Organizational Symbolism and Corporate Culture*. Antibes, 1985. (Co-author: Søren Christensen)

1984

* On the origin of organizational cultures. Paper. SCOS conference on *Organizational Symbolism and Corporate Culture*. Lund, 1984. (Co-author: Søren Christensen)

* CAD-varsel for bygge- og anlægssektoren. *Byggeindustrien*, nr. 8, 1984.

* Projektkultur. 90'ernes handlingsparameter inden for projektledelse. *Projektøren*, 1984

* Directing multilateral aid from the outside: Donors caught in a quicksand trap. *International Review of the Administrative Sciences*, No. 2, 1984

1983

* CAD og arbejdsdelingen i bygge- og anlægssektoren. Paper. 12th Nordic Sociologist Conference. Stavanger, 1983.

* Veblen-effects in organizational decision making. Coping with the emulation complex in trivial organizational circumstances. Paper. *Groningen Workshop on Culture and Symbolism in Organizations*. Groningen, 1983.

1982

* Organizational dilemmas in international development assistance. The bureaucratization of aid. Paper. *First International Conference on Comparative, Historical and Critical Analysis of Bureaucracy*. Zurich, 1982.

* The symbols of organization. Conspicuous and unobtrusive management. Paper. *First European Conference on Organizational Symbolism*. Exeter, 1982.

- 1980 * *Byggeri i Grønland. Parter. Problemer. Perspektiver.* København: Nyt fra Samfundsvidenskaberne, 1980
- 1979 * *Byggeri i Grønland. Indtryk fra en rejse. Report.* (Co-author: Axel Gaarslev). 1979
- 1978 * The construction manager in a site organizational context: what to be learnt - what to be taught. In *Proceedings of CIB W-65 Second Symposium on Organization and Management of Construction.* Haifa, 1978.
- * The project manager as the creator of informal organizations on construction sites. In *Proceedings of the PMI Tenth Annual Seminar Symposium.* Los Angeles, 1978.
- 1977 * Samarbejde i praksis. *Management* nr. 5, 1977)
- 1976 * The site organization. A study of social relationships on construction sites. *Ph.d. thesis.* Technical University of Denmark, 1976.
- * Ideology and management in a garbage can situation. In March, JG and Olsen, JP (EDS.), *Ambiguity and Choice in Organizations.* Bergen: Universitetsforlaget, 1976.
- 1975 * Task analysis. Unpublished paper. 1975
- * Erhvervsbyggeriets fremtid. En delphi-undersøgelse. Report, Technical University of Denmark. (Co-author: Arne Nielsen)
- 1973 * Capabilities and adrenalin. A mathematical model of reactions to deadlines. Unpublished paper. Stanford University, 1973. (Co-author: Michael D. Cohen)
- * Skolen er død - skolen leve! En organisationsteoretisk analyse af alternative organisationsformer i skolen. (Co-authors: Søren Christensen og Bjarne Hallander).
- 1972 * Med udgangspunkt i nyere teorier om beslutningsprocesser ønskes en empirisk undersøgelse af kollektive beslutningsprocesser i en uddannelsesorganisation. M.Sc. thesis. Copenhagen Business School. 1972

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