

MARCUS MØLLER LARSEN

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Personalia

Date of birth: September 8, 1983
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Work address:
Department of Strategic Management and Globalization
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Academic positions

11/12 – present
Assistant Professor of Strategy and International Management
Department of Strategic Management and Globalization
Copenhagen Business School

07/14-12/17
John H. Dunning Visiting Fellow
Henley Business School
University of Reading

11/09 – 10/12
PhD student
Department of Strategic Management and Globalization
Copenhagen Business School

01/11 – 06/11
Visiting research scholar
Host: Professor Ram Mudambi
Department of Strategic Management
Fox School of Business, Temple University

10/07 – 10/09

Research assistant
Center for Strategic Management and Globalization
Copenhagen Business School

Education

11/09 – 10/12

PhD in Offshoring and Globalization
Copenhagen Business School
Dissertation title: “*The Organizational Design of Offshoring*”
Supervisor: Professor Torben Pedersen
Assessment committee: Professor Bent Petersen (Copenhagen Business School), Professor Andrea Prencipe (Luiss Guido Carli University), Professor Carine Peeters (Solvay Business School)

09/07 – 09/09

M.Sc. in Business Language and Culture
Business and Development Studies
Copenhagen Business School

09/04 – 06/07

B.Sc. in Business, Language and Culture
Copenhagen Business School

08/99 – 06/02

High School Diploma
Dønski Videregående Skole, Norway

Teaching experience

Copenhagen Business School

- Course responsibility:
 - o Foreign Direct Investment and MNCs – M.Sc. elective
 - o Managing Strategy Implementation in Modern Corporations – M.Sc. elective.
 - o Strategy Formulation - Mass open online course, developed in collaboration with Coursera
- Teaching faculty:
 - o Development Strategies in a Global Economy – M.Sc. elective.
 - o Managing Innovation in Multinational Enterprises – M.Sc. elective.
 - o International Business – Diploma/HD elective.
- Extensive thesis supervision at various levels.
- Pedagogical qualifications:
 - o Assistant Professor Programme in Teaching and Pedagogical Competence (assessment: ‘extraordinarily competent’)

Teaching experience from other universities

- University of Gothenburg – The School of Business, Economics and Law (Global Sourcing)
- BI Norwegian Business School International Business (International Business).
- Wirtschaftsuniversität Wien (International Business)

Academic memberships, rewards and service

Academic recognitions

- Temple/AIB Best Paper Award – Winner, Academy of International Business 2015.
- Best Reviewer Award, Academy of International Business, 2015.
- Best Reviewer Award, Journal of International Business Studies, 2015.
- John H. Dunning Visiting Fellow 2014-2015, University of Reading.
- The Buckley and Casson Dissertation Award – Winner, Academy of International Business 2014.
- The Barry Richman Dissertation Award – Winner, Academy of Management 2014.
- Best Conference Paper Prize – Finalist, Strategic Management Society, 2013.
- Best Reviewer Award, Academy of Management, IM Division, 2013.
- Temple/AIB Best Paper Award – Nominee, Academy of International Business 2012.
- IMD FDC Best Paper in Strategy / IB Theory – Finalist, Academy of Management 2011.

Academic memberships

- Academy of International Business
- Academy of Management
- Strategic Management Society
 - o Representative at Large, Global Strategy Interest Group (2016-2017)

Editorial Review Boards

- Management and Organization Review (since August 2013)
- Journal of International Business Studies (since January 2015)
- Global Strategy Journal (since August 2015)
- Journal of International Management (since January 2016)
- Journal of Management Studies (since January 2016)
- International Journal of Emerging Markets (since March 2016)

Ad-hoc reviewing

- European Management Journal, European Management Review, Global Strategy Journal, Industrial and Corporate Change, Industry and Innovation, Journal of International Business Studies, Journal of International Management, Journal of Management, Journal of Management Studies, Long Range Planning, Organization Science, Research Policy.

Guest editorship

- *Developing Offshoring Capabilities for the Contemporary Offshoring Organization* (Jensen PDØ, Larsen MM, Pedersen T (eds.). 2013. Amsterdam: Elsevier Science. (Journal of International Management; Vol. 19, No. 4).

Publications

Journal publication

1. Asmussen C, Larsen MM, Pedersen T. 2016. Organizational adaptation in offshoring: The relative performance of home- and host-based learning strategies. *Forthcoming in Organization Science*.
2. Larsen MM. 2016. Failing to estimate the costs of offshoring: A study on process performance. *International Business Review*, 25, 307-318.
3. Manning S, Larsen MM, Bharathi P. 2015. Global delivery models: The role of talent, speed and time zones in the global outsourcing industry. *Journal of International Business Studies*, 46(7), 850-877.
4. Awate S, Larsen MM, Mudambi R. 2015. Accessing vs. sourcing knowledge: A comparative study of R&D internationalization between emerging and advanced economy firms. *Journal of International Business Studies*, 46(1): 63-86.
5. Larsen MM. 2014. The organizational design of offshoring. *AIB Insights*, 14(3): 10-12.
6. Larsen MM, Pedersen T. 2014. Organizational reconfiguration and strategic orientation: The case of offshoring. *Advancement in International Management*, 27, 403-432.
7. Jensen PDØ, Larsen MM, Pedersen T. 2013. The organizational design of offshoring: Taking stock and moving forward. *Journal of International Management*, 19(4): 315-323
8. Larsen MM, Manning S, Pedersen T. 2013. Uncovering the Hidden Costs of Offshoring: The interplay of complexity, organizational design, and experience. *Strategic Management Journal*, 34(5): 533-552.
9. Awate S, Larsen MM, Mudambi R. 2012. EMNE catch up strategies in the wind turbine industry: Is there a trade-off between output and innovation capabilities? *Global Strategy Journal*, 2(3): 205-223.
10. Larsen MM, Manning S, Pedersen T. 2011. The Hidden Costs of Offshoring: The Impact of Complexity, Design Orientation and Experience. *Academy of Management Best Paper Proceedings*.

Books and special issues

11. Jensen PDØ, Larsen MM, Pedersen T (eds.). 2013. *Developing Offshoring Capabilities for the Contemporary Offshoring Organization*. Amsterdam: Elsevier Science. (Journal of International Management; No. 4, Vol. 19).
12. Bals L, Jensen PDØ, Pedersen T, Larsen MM (eds.). 2013. *The offshoring challenge: Strategic design and innovation for tomorrow's organization*. London: Springer Publication.
13. Larsen MM. 2013. *The organizational design of offshoring*. Frederiksberg: Copenhagen Business School (PhD Series; No. 12.2013).

14. Hansen MW, Larsen MM, Pedersen T, Petersen B, Wad P. 2010. *Strategies in emerging markets: A case book on Danish multinational corporations in China and India*. Frederiksberg: Samfundslitteratur, 2010.

Book chapters

15. Larsen MM, Pedersen T. 2014. Managing hidden costs of offshoring: Learning to achieve system integration, in Jan Johansen, Torben Pedersen, Aki Laiho, Brian Wæhrens and Dmitrij Slepnirov (eds.) *Global Operations Networks: Exploring new perspectives and agendas*. Aalborg: Aalborg University Press.
16. Bals MM, Jensen PDØ, Pedersen T, Larsen MM. 2013. Exploring layers of complexity in offshoring research and practice. In Bals L, Jensen PDØ, Pedersen T, Larsen MM (eds). 2013. *The offshoring challenge: Strategic design and innovation for tomorrow's organization*. London: Springer Publication.
17. Slepnirov B, Larsen MM, Wæhrens B, Pedersen T, Johansen J. 2013. Offshoring white-collar work: An explorative investigation of the processes and mechanisms in two Danish manufacturing firms. In Bals L, Jensen PDØ, Pedersen T, Larsen MM (eds). 2013. *The offshoring challenge: Strategic design and innovation for tomorrow's organization*. London: Springer Publication.
18. Larsen MM. 2013. Institutional entrepreneurship in the informal economy: The case of the Zambia National Marketeers Association. In Thai M, Turkina E (eds.) *Entrepreneurship in the informal economy: Models, approaches and prospects for economic development*. New York: Routledge.

Newspaper articles

19. Larsen MM. 2013. Outsourcing kan lønne seg. *Teknisk Ukeblad* (feature article), April 4, 2013.

Teaching cases

20. Larsen MM, Pedersen T. 2012 Coloplast: Ten years of global operation”, *Case 9B12M070, Ivey Management Services*. (Teaching note – Case 8B12M070).
21. Larsen MM, Pedersen T. 2011. From In-House to Joint-R&D: The Way Forward for Nokia Denmark, *Case 9B11M114, Ivey Management Services*. (Translated into Chinese 2012) (Teaching note – Case 8B11M114).
22. Hansen MW, Larsen MM, Pedersen T. 2011. Bestseller: Facing a new competitive landscape in China. *Case 9B11M054, Ivey Management Services*, 2011. (Translated into Chinese 2012) (Teaching note – 8B11M054).
23. Hansen MW, Larsen MM, Pedersen T. 2011. Carlsberg in Emerging Markets. *Case 9B11M009, Ivey Management Services*. (Translated into Chinese 2012) (Teaching note – Case 8B11M009).
 - *Case reprinted in:* Hitt M, Ireland D, Hoskisson R. “*Strategic Management: Concepts and Cases*”, 12th edition, Cengage Learning, 2016.

24. Larsen MM, Pedersen T, Slepnirov D. 2010. LEGO Group: An Outsourcing Journey. *Case 9B10M094, Ivey Management Services, 2010.* (Teaching note – Case 8B10M094).
 - *Case reprinted in: Rothaermel, F.T. "Strategic Management: Gaining and Sustaining Competitive Advantage, Concepts and Cases", 1st Edition, McGraw-Hill/Irwin, 2012.*
 - *Case reprinted in: Pearce II, J. and Robinson, R.B., "Strategic Management", 13th Edition, McGraw-Hill/Irwin, 2012.*
 - Ivey Best Selling Case 2011/12, 2012/13, 2013/14, 2014/15.
25. Pedersen T, Larsen MM. 2009. Vestas Wind Systems A/S – Exploiting Global R&D Synergies”, Case 9B09M079, *Ivey Management Services.* (Teaching note – 8B09M79).

Work-in-progress

1. “Global Sourcing of Business Processes” (with Stephan Manning and Chacko Kannothra). *Preparing for inclusion in Oxford Handbook of Economic Geography.*
2. Ali-Yrkkö A, Larsen MM, Seppälä T. The changing geography of value creation: Evidence from mobile telecommunications. *Preparing for submission. Target journal: Journal of World Business.*
3. “An examination of the simultaneous choice of outsourcing and offshoring” (with Michael Leiblein and Torben Pedersen). *Preparing for submission. Target journal: Organization Science.*
4. “Does offshoring jeopardize domestic firm competences?” (with Eliane Choquette and Torben Pedersen). *Data analysis. Target journal: Strategic Management Journal.*
5. “Managing innovation networks in emerging industries: A multi-modal multiplex analysis” (with Snehal Awate and Ram Mudambi). *First draft completed. Revisions required. Target journal: Management Science.*
6. “The impact of institutional distance vs. industry standards on foreign entry decisions” (with Stephan Manning). *First draft completed. Revisions required. Target journal: Journal of International Business Studies.*
7. “Toward a theory of the informal economy firm”. *Initial theoretical development. Target journal: Academy of Management Review.*

Conference presentations and invited talks

1. “R&D internationalization strategies in the wind turbine industry”. *UNEP DTU Partnership, Copenhagen, March 2016.*
2. “Organizational adaptation in offshoring: Experimental and experiential learning strategies”. *BI Norwegian Business School (invited talk), Oslo, November 2015 + Politecnico di Milano (invited talk), Milano, February 2016.*

3. "The changing geography of value creation: Evidence from mobile telecommunications" *Academy Of International Business*, Bangalore, June 2015
4. "Does institutional distance still matter? Industry standards and global sourcing location choices." *Location decisions of multinational enterprises*, Copenhagen, May 2015.
5. "Global delivery models: The role of speed and time zones in global business services". *Reading University* (invited talk), Reading UK, March 2015.
6. "The ambivalent effect of complexity on firm performance: A study of the global service provider industry". *Indian School of Business* (invited talk), Hyderabad, January 2015.
7. "Ambiguous adaptation: The effect of formal governance and informal adaptation on premature relationship termination". *Academy of Management Conference*, Philadelphia, August, 2014.
8. "The organizational design of offshoring" *Academy of Management Conference*, Philadelphia, August, 2014, and *Academy of International Business Conference*, Vancouver, June, 2014.
9. "An examination of the simultaneous choice of outsourcing and offshoring". *Academy of International Business Conference*, Vancouver, June, 2014.
10. "The ambivalent effect of complexity on firm performance: A study of the global service provider industry". *BI Norwegian Business School* (invited talk), Oslo, March 2014.
11. "Ambiguous adaptation: The effect of formal governance and informal adaptation on premature relationship termination". *Warwick Business School* (invited talk), Coventry, November 2013.
12. "The ambivalent effect of complexity on firm performance: A study of the global service provider industry" (with Stephan Manning and Torben Pedersen). *Academy of Management Conference*, Orlando, August 2013.
13. "Hidden costs and the role of modularity: A study on offshoring process performance". *Academy of Management Conference*, Orlando, August 2013.
14. "Global Delivery Model: The Role of Speed and Time Zones in Global Business Services". *Academy of International Business*, Istanbul, July 2013.
15. "Strategic decision-making in offshoring: The moderating role of coordination". *JIBS Paper Development Workshop, European International Business Academy*, Brighton, December 2012.
16. "The attractiveness of a reactive strategy to offshoring: A simulation study". *Norwegian School of Economics* (invited talk), Bergen, November, 2012.

17. "Institutional entrepreneurship in the informal economy: The case of the Zambia National Marketeers Association". *Academy of Management Conference*, Boston, August 2012.
18. "The attractiveness of a reactive strategy to offshoring: A simulation study". *Academy of International Business*, Washington D.C. July 2012.
19. "What is driving hidden costs of offshoring?". *Offshoring Research Network Conference*, Milano, May 2012.
20. "Getting the most from offshoring: From home base capability erosion to capability upgrading". *Offshoring Research Network Conference*, Milano, May 2012.
21. "An entrepreneurial perspective on the evolution of the organizational architecture". *European International Business Academy*, Bucharest, December 2011.
22. "What are the consequences of differentiating and dispersing MNC headquarters systems?". *European International Business Academy*, Bucharest, December 2011.
23. "The Hidden Costs of Offshoring: The Impact of Complexity, Design Orientation and Experience". *Academy of Management Conference*, San Antonio, August 2011.
24. "An organizational design perspective on the consequences of complex and geographically dispersed headquarter systems". *Workshop on the Behavior, Role, and Value Added of Headquarters in MNCs*, Copenhagen, May 2011.
25. "The Organizational Complexity of Offshoring: The Role of Modularity and Organizational Learning". *European International Business Academy Conference*, Porto, December 2010.

References

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