

CURRICULUM VITAE

Torben Juul Andersen

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Education

University of North Carolina at Chapel Hill, USA, PhD - *Strategy/Financial Management*, Dec. 31, 1998.

McGill University, Montreal, Canada, MBA - *Finance/International Business*, June 8, 1982.

University of Copenhagen, Denmark, cand.polit. - *MSc Economics*, March 18, 1980.

Academic Positions

Director, Center for Global Strategic Responsiveness (now department research initiative), Copenhagen Business School, Department of International Economics and Management, 2014-

Professor (*Strategy and International Management*), Copenhagen Business School, Department of International Economics and Management/ Center for Strategic Management & Globalization, 2009-

Research Professor (*Strategy and International Management*), Copenhagen Business School, Center for Strategic Management & Globalization, 2007-2009.

Associate Professor (*Strategic Management*), Copenhagen Business School, Center for Strategic Management & Globalization, 2003-2007.

Adjunct Professor (*Strategy and Financial Management*), American College of Greece, Athens, Greece, 2004-2006.

Visiting Professor (*Strategic Management and Financial Economics*), George Mason University, Fairfax, Virginia, USA, 1999-2003.

Adjunct Professor (*Derivatives and International Finance*), Johns Hopkins University, Baltimore, Maryland, USA, 1999-2002.

Executive Positions

Senior Consultant, PHB Hagler Bailly Inc., Arlington, Virginia, USA, 1998-1999.

Senior Vice President, Head of Capital Markets, Unibank A/S, Copenhagen, 1990-1994.

Managing Director, SDS Securities a/s, Copenhagen, 1988-1990.

Vice President, FI Nordic Region Head, Citicorp Investment Bank Ltd., London, 1986-1988.

Resident Vice President, Corporate Bank Head, Citibank, N.A., Libreville, 1984-1986.

Manager, Financial Institutions/Public Sector Unit Head, Citibank, N.A., Copenhagen, 1982-1984.

Course Portfolio

- Corporate Strategy
- Global Business Strategy
- Managerial Decision-making
- Managing Risk and Uncertainty
- Risk Management of Multinational Enterprise
- Strategic Risk Management
- Strategic Management

Research Interests

- Corporate Strategy Development
- Effective Strategy-Making Processes
- International Management and Leadership
- Multinational Corporate Strategy
- Risk Management Practices
- Strategic Risk Governance
- Strategic Responsiveness

International Associations

Visiting Scholar, *Risk Leadership Initiative*, Opus College of Business, St. Thomas University, Minneapolis, USA, Fall 2018.

Research fellow, University of Florence, Florence, Italy, Spring 2017.

Visiting Scholar, *Institute of Crisis, Disaster and Risk Management*, School of Engineering and Applied Science, George Washington University, Washington DC, 2013-2014.

Inter-American Development Bank, Washington DC.

International Finance Corporation, Washington D.C.

World Bank Group, Washington DC.

OECD, Paris.

Public Service

Member of editorial board, *Strategic Management Journal*, 2005-

Member of editorial board, *International Journal of Strategic Change Management*, 2006-

Academic advisory committee, *The Danish Maritime Foundation*, 2012-2015

Academic advisory committee, *Institute of Risk Management (IRM)*, 2012-2015

Member of the board, *Soransk Samfunds Boligfond*, 2008-

Member of the board, *American Chamber of Commerce*, 2004-2010

PhD Candidates

Carsten Lund Pedersen, Industrial phd, *Corporate Social Predictions: Using the Collective Sensing of Key Stakeholders for Firm Innovation*, TDC A/S, 2013-2016.

Søren Bering, Corporate/private phd, *Creating Effective Corporate Strategies in Vertical integrated Enterprise*, MAN Scandinavia, 2012-

Per Hamann, Corporate/private phd, *Strategy Implementation: Creating Value from Strategy Implementation*, VIRKE Hovedorganisasjonen, Oslo, 2009-

Johanna Sax, phd project, *Operational and Strategic Risk Management in Extended Enterprise*, CBS (including 22 months of maternity leave), 2010-2015.

Michael Friis Pedersen, Industrial phd, *Whole Farm Risk Management: The Implications of Finance and Organization*, Knowledge Centre for Agriculture, 2010-2014.

Simon Torp, phd, *Employee Stock Ownership: Effect on Strategic Management and Performance*, Aarhus University, 2008-2011.

Publications

Academic Articles

Sax J, Andersen TJ (2018). Making Risk Management Strategic: Integrating Enterprise Risk Management with Strategic Planning. *European Management Review* [DOI: 10.1111/emre.12185].

Andersen TJ (2017). Corporate responsible behavior in multinational enterprise. *International Journal of Organizational Analysis* 25(3): 485-505.

Hallin CA, Andersen TJ, Tveterås S (2017). Harnessing the frontline employee sensing capabilities for decision support. *Decision Support Systems* 97: 104-112.

Stone V, Führ M, Feindt, PH, Bouwmeester H, Linkov I, Sabella S, Murphy F, Bizer K, Tran L, Agerstrand M, Fito C, Andersen TJ, Anderson D, Bergamaschi E, Cherrie JW, Cowan S, Dalemcourt JF, Faure M, Gabbert S, Gajewicz A, Fernandes TF, Hristozov D, Johnston HJ, Lansdown TC, Linder S, Marvin HJP, Mullins M, Purnhagen K, Puzyn T, Jimenez AS, Scott-Fordsmand JJ, Strefitaris G, van Tongeren M, Voelcker NH, Voyiatzis G, Yannopoulos SN, Poortvliet PM (2017). The essential elements of a risk governance framework for current and future nanotechnologies. *Risk Analysis* (online: 14.12.2017).

Andersen TJ (2015). Interactive strategy-making: Combining central reasoning with ongoing learning from decentralized responses. *Journal of General Management* 40(4): 69-88.

Andersen TJ, Bettis RA (2015). Exploring longitudinal risk-return relationships. *Strategic Management Journal* 36(8): 1135-1145.

Andersen TJ, Minbaeva D (2013). The role of human resource management in strategy making. *Human Resource Management*, 52(5): 809-827.

Andersen TJ (2012). Multinational risk and performance outcomes: Effects of knowledge intensity and industry context. *International Business Review* 21: 239–252.

Andersen TJ (2011). The risk implications of multinational enterprise. *International Journal of Organizational Analysis* 19(1): 49-70.

Andersen TJ (2010). Combining central planning and decentralization to enhance effective risk management outcomes. *Risk Management - An International Journal*, 12(2): 101-115.

Andersen TJ (2009). Effective risk management outcomes: Exploring effects of innovation and capital structure. *Journal of Strategy and Management* 2(4): 352-379.

Andersen TJ, Nielsen BB (2009). Adaptive strategy-making: The effects of emergent and intended strategy modes. *European Management Review* 6(1): 94-106.

Andersen TJ (2008). The performance relationship of effective risk management: Exploring the firm-specific investment rationale. *Long Range Planning* 41: 155.176.

- Andersen TJ, Denrell J, Bettis RA (2007). Strategic responsiveness and Bowman's risk-return paradox. *Strategic Management Journal* 28: 407-429.
- Andersen TJ (2005). The performance effect of computer-mediated communication and decentralized strategic decision making. *Journal of Business Research* 58: 1059-1067.
- Andersen TJ, Foss NJ (2005). Strategic opportunity and economic performance in multinational enterprises: The role and effects of information and communication technology. *Journal of International Management* 11: 293-310.
- Andersen TJ (2005). Risk management, capital structure, and performance: A real options perspective, *Global Business & Economics Anthology*, 9: 187-199.
- Andersen TJ (2004). Integrating decentralized strategy making and strategic planning processes in dynamic environments. *Journal of Management Studies* 41: 1271-1299.
- Andersen TJ (2004). Integrating the strategy formation process: An international perspective. *European Management Journal* 22: 263-272.
- Andersen TJ (2003). Picture this: Hit by disaster. *Finance and Development* 40(3): 40-41.
- Andersen TJ, Remedios A (2003). Strategizing in the deregulating energy markets: Two steps forward, one step back, and where next? *The Electricity Journal* 16: 86-94.
- Andersen TJ (2003). Strategi som effektiv ledelsesproces. *Ledelse & Erhvervsøkonomi* 67: 129-139.
- Andersen TJ (2002). How to reconcile the strategy dilemma. *European Business Forum* 8.
- Andersen TJ (2001). Information technology, strategic decision making approaches and organizational performance in different industrial settings. *Journal of Strategic Information Systems*, 10: 101-119.
- Andersen TJ, Segars A (2001). The impact of IT on decision structure and firm performance, *Information & Management*, 38: 85-100.
- Andersen TJ, Masci P (2001). Economic Exposures to Natural Disasters, Public Policy, and Alternative Risk Management Approaches, *Infrastructure and Financial Markets Review*, 7(4).
- Andersen TJ (2000). Real Options Analysis in Strategic Decision Making: An Applied Approach in a Dual Options Framework, *Journal of Applied Management Studies*, 9: 235-255.
- Andersen TJ (2000). Strategic Planning, Autonomous Actions and Corporate Performance, *Long Range Planning*, 33: 184-200.

Books and Monographs

- Andersen TJ, Hallin CA, Fredens K (2018). Et netværk af hjerner: Tænk med dine medarbejdere og led med succes. Gyldendal: Copenhagen, Denmark.
- Andersen TJ (2017). *The Responsive Global Organization* (editor). Emerald Group Publishing: Bingley, UK. (Emerald Studies in Global Strategic Responsiveness, vol. 1)
- Andersen TJ, Hallin CA (2017). *Global Strategic Responsiveness: Exploiting Frontline Information in the Adaptive Multinational Enterprise*. Routledge: Oxon, UK. (Strategy Matters, No. 1)
- Andersen TJ (2016). *The Routledge Companion to Strategic Risk Management* (editor). Routledge: Oxon, UK.
- Andersen TJ (2014). *Contemporary Challenges in Risk Management: Dealing with Risk, Uncertainty and the Unknown*. Palgrave Macmillan: London, UK.
- Andersen TJ, Garvey M, Roggi O (2014). *Managing Risk and Opportunity: The Governance of Strategic Risk-Taking*. Oxford University Press: Oxford, UK.
- Andersen TJ (2013). *A Short Introduction to Strategic Management*. Cambridge University Press: Cambridge, UK.

- Andersen TJ, Schröder PW (2010). *Strategic Risk Management Practice: How to Deal Effectively with Major Corporate Exposures*. Cambridge University Press: Cambridge.
- Andersen TJ (2006). *Perspectives on Strategic Risk Management*. CBS Press: Copenhagen.
- Andersen TJ (2006). *Global Derivatives: A Strategic Risk Management Perspective*. Pearson Education: London.
- Andersen TJ (1993). *Currency and Interest Rate Hedging* (second edition). Prentice Hall: New York.
- Andersen TJ (1990). *Euromarket Instruments*. Simon & Schuster: New York.
- Andersen TJ, Hasan R (1989). *Interest Rate Risk Management*. IFR Publishing: London.

Peer Reviewed Proceedings

- Pedersen CL, Ritter T, Andersen TJ (2017). Strategy as Projects: A New Approach to Analyze Strategic Renewal. *Strategic Management Society Annual International Conference*, Houston, Texas.
- Andersen TJ, Bresser RKF, Hallin CA (2016). The Dynamics of Strategic Decision-Making: Using Updated Information from the Frontline. *Strategic Management Society Special Conference*, Rome.
- Tang Y, Lin Y, Andersen TJ (2016). A Political Innovator? How Political Networking Affects Firm Exploration vs. Exploitation. *Strategic Management Society Special Conference*, Rome.
- Andersen TJ, Andersson U, Palmié M, Keupp M (2015). Effective Strategy-Making in Multinational Subsidiaries. *Strategic Management Society Annual International Conference*. Denver, Colorado.
- Sax J, Andersen TJ (2013). Integrating Strategy-Making through Interactive Controls: Seizing Opportunities and Managing Threats. *International Academy of Management and Business (AIMB) Conference*, Washington, USA.
- Hansen AØ, Andersen TJ (2013). Exploring the Corporate Risk Outcomes of Effective Dynamic Capabilities. *International Risk Management Conference*, Frederiksberg, Denmark.
- Hallin CA, Andersen TJ, Tvetterås S (2013). Who are the Better Predictors: Frontline Employees or Executive Managers. *Strategic Management Society Annual International Conference*. Atlanta, Georgia, 2013.
- Andersen TJ, Roggi O (2012). Risk Management and Value Creation. *International Risk Management Conference*, Rome, Italy.
- Andersen TJ, Roggi O (2012). Strategic Risk Management and Corporate Value Creation. *Strategic Management Society Annual International Conference*, Prague, Check Republic.
- Andersen TJ (2011). Corporate Relationship Management as a Driver of Socially Responsible Behavior. *Nordic Symposium on CSR*, Frederiksberg, Denmark.
- Andersen TJ, Fredens K (2011). Strategy as Central and Peripheral Processes. *Strategic Management Society Annual International Conference*, Miami, USA.
- Andersen TJ (2010). Managing Strategic Risk: Exploring the Role of Innovation. *Strategic Management Society Annual International Conference*, Washington DC, USA.
- Andersen TJ (2009). Strategic Risk Management and Corporate Performance Effects. *Strategic Management Society Annual International Conference*, San Diego, USA.
- Andersen TJ (2008). Multinational Innovation and Risk-Return Dynamics: Effects of Capital Structure and Slack Resources, *Knowledge Creation and Innovation Conference*, CBS, Copenhagen, October 2008.
- Andersen TJ (2008). Knowledge Intensity in Multinational Strategy: Effects on Risk and Performance Outcomes, *Strategic Management Society Annual International Conference*, Cologne, Germany, October 2008.

- Andersen TJ (2007). The Effective Ambidextrous Organization: A Model of Integrative Strategy Making Processes, *Strategic Management Society Annual International Conference*, San Diego, California, USA, October 2007.
- Andersen TJ (2007). Strategic Risk Management and Corporate Performance Effects, *Strategic Management Society Annual International Conference*, San Diego, California, USA, October 2007.
- Andersen TJ (2007). Strategic Organization: An Integrative Strategy Making Model, *The DRUID Summer Conference*, Copenhagen, June 2007.
- Andersen TJ (2006). Performance and Risk Management Effects in Multinational Firms, *Strategic Management Society Annual International Conference*, Vienna, Austria, October 2006.
- Andersen TJ (2006). The Performance Relationship of Multinationality and Risk Management, *Academy of Management Annual Conference*, Atlanta, Georgia, USA, August 2006.
- Andersen TJ (2005). Multinational Enterprise and Risk Management, *Strategic Management Society Annual International Conference*, Orlando, Florida, USA, October 2005.
- Andersen TJ (2005). Strategic Control: The Role and Effect of “Balanced Scorecards”, *Strategic Management Society Annual International Conference*, Orlando, Florida, USA, October 2005.
- Andersen TJ (2005). Strategic Responsiveness and Risk-Return Relations, *Academy of Management Annual Conference*, Honolulu, Hawaii, USA, August 2005.
- Andersen TJ (2005). Performance Relationships within the I-R Framework: Computer Products and Household Goods Industries, *Academy of Management Annual Conference*, Honolulu, Hawaii, USA, August 2005.
- Andersen TJ (2005). Global Derivatives, Risk Management, and Capital Structure, *Business & Economics Society Annual International Conference*, Flagstaff, Arizona, USA, July 2005.
- Andersen TJ (2004). Testing the Performance of Integration-Responsiveness Orientations in International Strategy, *Strategic Management Society Annual International Conference*, Puerto Rico, USA, November 2004.
- Andersen TJ (2004). Computer-Mediated Communication and Effective Strategy Formation, *Strategic Management Society Annual International Conference*, Puerto Rico, USA, November 2004.
- Andersen TJ (2004). Multinationality and Risk, *Academy of Management Annual Conference*, New Orleans, August 2004.
- Andersen TJ (2004). Use of ICT and Multinational Performance, *Academy of Management Annual Conference*, New Orleans, USA, August 2004.
- Andersen TJ (2003). Decentralized Strategy Making, Computer-Mediated Communication, and Organizational Performance, *Academy of Management Annual Conference*, Seattle, USA, August 2003.
- Andersen TJ (2002). Real Options Effects in Strategy Formation: An Analysis of High-Velocity Industries, *Strategic Management Society Annual International Conference*, Paris, France, September 2002.
- Andersen TJ (2002). Strategic Responsiveness: Effects of Learning and Options Creation, *Academy of Management Annual Conference*, Denver, USA, August 2002.

Book Chapters

- Andersen TJ, Hallin CA (2017). Democratizing the Multinational Corporation (MNC): Interaction Between Intent at Headquarters and Autonomous Subsidiary Initiatives, in *The Responsive Global Organization: New Insights from Global Strategy and International Business*, Emerald Group Publishing (Emerald Studies in Global Strategic Responsiveness, Vol. 1): 71-86.

Andersen TJ, Andersson U (2017). Multinational Corporate Strategy-Making: Integrating International Business and Strategic Management, in *The Responsive Global Organization: New Insights from Global Strategy and International Business*, Emerald Group Publishing (Emerald Studies in Global Strategic Responsiveness, Vol. 1): 13-34.

Andersen TJ (2017). Introduction: Adaptive Corporate Strategies in a Turbulent World, in *The Responsive Global Organization: New Insights from Global Strategy and International Business*, Emerald Group Publishing (Emerald Studies in Global Strategic Responsiveness, Vol. 1): 1-12.

Andersen TJ, Hallin CA (2016). The adaptive organization. In Ramon J. Aldag (ed.) *Oxford Research Encyclopedias: Business and Management*. Oxford University Press: New York.

Andersen TJ (2016). Capital structure, environmental dynamism, innovation strategy, and strategic risk management. In Torben J. Andersen (ed.) *The Routledge Companion to Strategic Risk Management*. Routledge: Abingdon, UK.

Andersen TJ (2016). Introduction. In Torben J. Andersen (ed.) *The Routledge Companion to Strategic Risk Management*. Routledge: Abingdon, UK.

Roggi O, Andersen TJ (2016). Strategic risk management and corporate value creation. In Torben J. Andersen (ed.) *The Routledge Companion to Strategic Risk Management*. Routledge: Abingdon, UK.

Shaw GL, Andersen TJ (2016). The key to sustainable risk governance: Strong core values, delegation and accountability. In Torben J. Andersen (ed.) *The Routledge Companion to Strategic Risk Management*. Routledge: Abingdon, UK.

Andersen TJ (2015). Strategic adaptation. *International Encyclopedia of the Social & Behavioral Sciences*. Wright JD (ed.) 12(2): 501-507. Elsevier Science: Amsterdam, NL.

Andersen TJ (2014). Introduction: Contemporary challenges in risk management. In Torben J. Andersen (ed.) *Contemporary Challenges in Risk Management: Dealing with Risk, Uncertainty and the Unknown*. Palgrave Macmillan: London, UK.

Andersen TJ, Bettis RA (2014). The risk-return outcomes of strategic responsiveness, Chapter 3 in Andersen TJ (ed.) *Contemporary Challenges in Risk Management: Dealing with Risk, Uncertainty and the Unknown*. Palgrave Macmillan: London, UK.

Hansen AØ, Andersen TJ (2014). Exploring the effects of effective risk management, Chapter 4 in Andersen TJ (ed.) *Contemporary Challenges in Risk Management: Dealing with Risk, Uncertainty and the Unknown*. Palgrave Macmillan: London, UK.

Andersen TJ (2012). Analyzing the impact of effective risk management: Innovation and capital structure effects, in *Managing and Measuring Risk: Emerging Global Standards and Regulation after the Financial Crisis*, World Scientific Series in Finance vol. 5, 2012.

Economic Policy Reports

Andersen TJ, Marcel M, Collich G, Focke K, Durante JJ (2010). Natural Disasters Financial Risk Management. *Inter-American Development Bank*, Washington DC.

Andersen TJ (2007). Developing and Supporting the Use of Disaster-Linked Financial Instruments – Working Group on Disaster Risk Financing, Special Report, *Inter-American Development Bank*, Washington DC.

Andersen TJ (2005). Globalization and Natural Disasters: An Integrative Risk Management Perspective, in *Building Safer Cities: The Future of Disaster Risk*. The World Bank, Washington DC.

Andersen TJ (2005). International Financing Solutions to Terrorism Risk Exposures. *Policy Issues in Insurance: Terrorism Risk Insurance in OECD Countries*. OECD Publishing, Paris.

Andersen TJ (2004). International Risk Transfer and Financing Solutions for Catastrophe Exposures, *Financial Market Trends*, 87, OECD, Paris.

Andersen TJ (2001). Managing Economic Exposures of Natural Disasters: Exploring Alternative Financial Risk Management Opportunities and Instruments, Special Report, *Inter-American Development Bank*, Washington DC.

Professional Honors

‘Best Case Award’, *The Case Centre*, Cranfield University, Wharley End, UK, March 7, 2018.

‘Honorary Fellow’, *Institute of Risk Management (IRM)*, London, UK, February 8, 2011.

‘Certificate of Excellence’, *American Chamber of Commerce*, Copenhagen, DK, March 23, 2010.