

LARS THØGER CHRISTENSEN

Curriculum vitae

EMPLOYMENT HISTORY

- Professor of Organization and Communication (2013-) Department of Management, Society and Communication, Copenhagen Business School, Denmark.
- Professor, Department of Marketing & Management, University of Southern Denmark, Main Campus Odense (2002-2013)
- Adjunct professor, Center for Kommunikation, Copenhagen Business School, Denmark (2004 - 2013)
- Research Professor, Department of Intercultural Communication and Management, The Copenhagen Business School (2000–2002)
- Director of the CBS Center for Corporate Communication (2000 – 2002)
- Department Chair, Department of Marketing, Odense University, Denmark (1996-1999)
- Associate Professor, Department of Marketing, Odense University, Denmark (1995-2000)
- Assistant Professor, Department of Marketing, Odense University, Denmark (February 1992 - June 1995)
- PhD-student, Institute for Business Research, Southern Denmark Business School (1989-1992)
- Academic Assistant, Institute for Middle East Studies, Odense University, Denmark (1988)
- Teaching Assistant/Instructor in Mathematics and Economics, Department of Economics, Odense University, Denmark (1983-1988)

EDUCATION

- Ph.D. in Communication and Marketing. Odense University, 1993.
- B.A. in History. Odense University, 1989.
- M.A. in Social and Political Sciences. Odense University, 1988.

RESEARCH PROFILE

I study how organizations make sense of themselves and their surroundings through communicative practices. Theoretically, I draw on sociology, semiotics, history, organization, and the philosophy of language to understand current social ideals and phenomena and their organizational manifestations. My current research focuses on issues of organizational materialization, responsible leadership, member voicing, sustainability, transparency, visibility, secrecy, and talk-action dynamics.

PUBLICATIONS

Refereed Journal Articles

- Albu, O.B. & **Christensen, L.T.** (2024). Shadows in the spotlight: Navigating organizational transparency in digital contexts. *Schmalenbachs Zeitschrift für betriebswirtschaftliche Forschung*, 76(4), <https://doi.org/10.1007/s41471-024-00190-6>
- Fan, Z. & **Christensen, L.T.** (2024). The dialogic performativity of secrecy and transparency. *Human Relations*, 77(4), 484-504.
- **Christensen, L. T.** & Christensen, E. (2022). Preparing the show: Organizational ventriloquism as autocommunication. *Organization Theory*, 3, 1-21.
- Christensen, E. & **Christensen, L.T.** (2022). The interpellated voice: The social discipline of member communication. *Management Communication Quarterly*, 36(3) 496–519.
- **Christensen, L. T.**, Morsing, M., & Thyssen, O. (2021). Talk-action dynamics: Modalities of aspirational talk. *Organization Studies*, 42(3), 407-427.
- **Christensen, L. T.**, Morsing, M and Thyssen, O. (2019). Timely Hypocrisy? Hypocrisy Temporalities in CSR Communication. *Journal of Business Research*, 114: 327-335.
- **Christensen, L.T.**, Kärreman, D. & Rasche, A. (2019). Bullshit and Organization Studies. *Organization Studies*, 40(10), 1587–1600.
- Christensen, E., & **Christensen, L.T.** (2018). Dialogics of Strategic Communication: Embracing Conflicting Logics in an Emerging Field. *Corporate Communication: An International Journal*, 23(3): 438-455.
- **Christensen, L.T.**, & Svensson, E. (2017). The Nature of Strategic Communication: A Rejoinder to Nothhaft. *International Journal of Strategic Communication*, 11(3) 2017: 180-183.
- **Christensen, L.T.** & Cornelissen, J.P. (2017). Construindo pontes entre a comunicação organizacional e a comunicação corporativa: Revisão, desenvolvimento e olhares para o future. *Impactum*, 4, 39-69.
- **Christensen, L.T.**, Morsing, M., & Thyssen, O. (2017). License to Critique: A Communication Perspective on Sustainability Standards. *Business Ethics Quarterly*, 27(2): 239-262.
- **Christensen, L.T.** (2016). Pure Self-Seduction? Toward a Critique of Georg Jensen's Branding Assumptions. *Management Communication Quarterly*, 30(1): 121–142.
- **Christensen, L.T.**, M. Morsing, & O. Thyssen (2015). The polyphony of values and the value of polyphony. *ESSACHESS. Journal for Communication Studies*, 8, 1(15): 9-25.
- Flyverbom, M., **Christensen, L.T.**, & H.K. Hansen (2015). The transparency-power nexus: Observational and regularizing control. *Management Communication Quarterly*, 29(3): 385-410.
- **Christensen, L.T.**, Morsing, M. & Thyssen, O. (2015). Discursive closure and discursive openings in sustainability. *Management Communication Quarterly*, 29(19): 135–144.

- **Christensen, L.T.** & G. Cheney (2015). Peering into transparency: Challenging ideals, proxies and organizational practices. *Communication Theory*, 25: 70-90.
- Hansen, H.K., **Christensen, L.T.** & M. Flyverbom (2015). Logics of transparency in late modernity: Paradoxes, mediation and governance. *European Journal of Social Theory*, 18 (2): 117-131.
- **Christensen, L.T.** & Cornelissen, J.P. (2015). Organizational Transparency as Myth and Metaphor. *European Journal of Social Theory*, 18 (2): 132-149.
- **Christensen, L.T.**, Morsing, M. & Thyssen, O. (2013). CSR as Aspirational Talk. *Organization* 20 (3), 372-393.
- Cornelissen, J.P., Kenuthia, K. & **Christensen, L.T.** (2012). Corporate brands and identity: Developing stronger theory and a call for shifting the debate. *European Journal of Marketing* 46 (7/8), 1093-1102.
- **Christensen, L.T.** & Cornelissen, J.P. (2011). Bridging corporate and organizational communication: Review, development and a look to the future. *Management Communication Quarterly*, 25 (3), 383-414.
- **Christensen, L.T.**, Firat, A.F. & Cornelissen, J. (2009). New Tensions and Challenges in Integrated Communications. *Corporate Communication: An International Journal*, Vol. 14/2, pp.207-219. [OUTSTANDING PAPER AWARD WINNER at the Literati Network Awards for Excellence 2010.](#)
- **Christensen, L.T.**, Firat, A.F. & Torp, S. (2008). The Organization of Integrated Communications: Toward Flexible Integration. *European Journal of Marketing*, Vol. 42 No. 3/4, pp. 423-452.
- Cornelissen, J., Oswick, C., **Christensen, L.T.** & Phillips, N. (2008). Metaphor in Organizational Research: An Introduction, a Synthesis and a Consideration of Implications for Research. *Organization Studies*, 29 (01), pp. 7-22.
- **Christensen, L.T.**, Cornelissen, J. & Morsing, M. (2007). Corporate Communication and its Receptions: A Comment on Llewellyn and Harrison. *Human Relations*, 60 (4), pp. 653-661.
- **Christensen, L.T.**, Andersen, L. P. & Marcussen, M. (2007). Being Montana: Et signalement af vor tids virksomhedskommunikation. *Mediekultur*, Vol. 41/42, pp. 101-115.
- Cheney, G. & **Christensen, L.T.** (2006). What Should Public Relations Theory Do, Practically Speaking? *Journal of Communication Management*, Vol. 10 (1), pp.100-102.
- **Christensen, L.T.**, Torp, S. & Firat, A.F. (2005). Integrated Marketing Communication and Postmodernity: An Odd Couple? *Corporate Communication: An International Journal*, Vol. 10/2, May 2005, 156-167.
- **Christensen, L.T.** (2004). Det forførende medie. Om autokommunikation i markedsføringen. *Mediekultur*, Nr. 37 2004 (juni), pp.14-23.
- **Christensen, L.T.** (2002). Corporate Communication: The Challenge of Transparency. *Corporate Communication: An International Journal*, Vol. 7/3, August 2002, 162-168.
- **Christensen, L.T.** & Askegaard, S. (2001). Corporate Identity and Corporate Image Revisited. A Semiotic Perspective. *European Journal of Marketing*, Vol. 35/4, pp.292-315.

- **Christensen, L.T.** (2000). Marketing as Communication Technology: Paradoxes and Dialogics. *Consumption, Markets and Culture*, Vol. 4 (1). pp.1-21.
- **Christensen, L.T.** (1997). Marketing as Auto-Communication. *Consumption, Markets & Culture*, Vol. 1 (3). pp.197-227.
- **Christensen, L.T.** (1995). Buffering Organizational Identity in the Marketing Culture. *Organization Studies*, Vol. 16/4, 651-672.

Books

- Cheney, G., **Christensen, L.T.**, Zorn, T. & Ganesh, S. (2011). *Organizational Communication in an Age of Globalization: Issues, Reflections, Practices*. Waveland Press, Inc., Chicago. 2nd. Ed. [Awarded TEXTBOOK OF THE YEAR by National Communication Association, San Francisco, November 2010.](#)
- **Christensen, L.T.**, Morsing, M. & Cheney, G. (2008). *Corporate Communications. Convention, Complexity and Critique*. London: Sage.
- **Christensen, L.T.** & Morsing, M. (2008). *Bagom Corporate Communication*. 2. udg. København: Samfundslitteratur.
- **Christensen, L.T.** & Morsing, M. (2005). *Bagom Corporate Communication*. København: Samfundslitteratur.
- Cheney, G., **Christensen, L.T.**, Zorn, T. & Ganesh, S. (2004). *Organizational Communication in an Age of Globalization: Issues, Reflections, Practices*. Waveland Press, Inc., Chicago.
- **Christensen, L.T.** (2003). *Markedskommunikation som Organiseringsmåde. En Kulturteoretisk Analyse*. 2. Ed. København: Akademisk Forlag.
- **Christensen, L.T.** (2001). *Reklame i selvsving*. København: Samfundslitteratur.
- Zorn, T., **Christensen, L.T.** & Cheney, G. (1999). *Do We Really Want Constant Change? Beyond the Bottom Line*. San Francisco: Berrett-Koehler-Publishers.
- **Christensen, L.T.** (1994), *Markedskommunikation som organiseringsmåde. En kulturteoretisk analyse*. København: Akademisk Forlag.
- **Christensen, L.T.** (1989). *Betydningsproduktion og symbol*. Published Odense Universitet.

Book Chapters

- Meier, F. & **Christensen, L.T.** “Ghostly leadership talk: How leadership communication is haunted by disembodied others”. Forthcoming in Bolden, R., Wolfgramm, R. & Sutherland, N. (Eds.) *Ghost Leadership. Uncovering the Hidden and Unsettling Sides of Leadership*. Emerald.
- **Christensen, L.T.** (forthcoming). Entry on hypocrisy Forthcoming in *Elgar's Encyclopedia of Organizational Sociology*.
- **Christensen, L.T.** & Christensen, E. “When Talk is Not Cheap. The Performative Potentials of Strategic Sustainability Communication.” In Weder, F. (Ed.), *Strategic Sustainability Communication. Principles, Perspectives and Potential of Communication for Transformation* (Springer), pp. 21-34.
- **Christensen, L.T.** (2024). “Transparency”. In Podnar, K. (Ed.), *The Encyclopedia of Corporate Communication* (Edward Elgar Publishing), pp. 189-194.

- Christensen, E. & **Christensen, L.T.** (2022). The saying and the doing. When communication is strategic. In Falkheimer, J. & Heide, M. (Eds.), *Research Handbook of Strategic Communication* (pp. 33-45). Edward Elgar Publishing, 2022.
- **Christensen, L.T.**, Penttilä, V. & Stumberger, N. (2022). The communicative constitution of corporate social responsibility. In Basque, J., Bencherki, N., & Kuhn, T., (Eds.), *The Routledge Handbook of the Communicative Constitution of Organizations* (pp. 354-367). Routledge.
- **Christensen, L.T.** (2018). Autocommunication. In R. L. Heath & W. Johansen (Eds.), *The International Encyclopedia of Strategic Communication* (pp. 1-6). JohnWiley & Sons, Inc.
- **Christensen, L.T.** & Schoeneborn, D. (2017). The Corporate Construction of Transparency and Intransparency. In Morsing, M., Rasche, A. & Moon, J. (Eds.) *Governing Corporate Social Responsibility* (pp. 350-370). Cambridge University Press.
- **Christensen, L.T.**, Morsing, M. & Thyssen, O. (2016). Strategic Aspirations. In C. Carroll (ed.), *The SAGE Encyclopedia of Corporate Reputation* (pp. 818-821). Thousand Oaks, CA: Sage.
- **Christensen, L.T.** (2016). Autocommunication theory. In C. Carroll (Ed.), *The SAGE Encyclopedia of Corporate Reputation* (pp. 54-57). Thousand Oaks, CA: Sage.
- **Christensen, L.T.** (2015). Corporate and Organizational Identity. In W. Donsbach (Ed.) *The International Encyclopedia of Communication*. Blackwell Reference Online. 30 January 2015.
- **Christensen, L.T.** (2014). Corporate and Organizational Identity. In W. Donsbach (Ed.), *Concise Encyclopedia of Communication*, (pp. x - y). Blackwell Publishing Ltd.
- Cheney, G., **Christensen, L.T.** & Dailey, S.L. (2014). Communicating Identity and Identification in and around Organizations. In Putnam, L.L. & Mumby, D. (eds.), *The SAGE Handbook of Organizational Communication*. Thousand Oaks, CA: Sage, pp. 695-716.
- **Christensen, L.T.** & Cornelissen, J.P. (2013). Bridging corporate and organizational communication: Review, development and a look to the future. In: Zerfass, A., Rademacher, L., & Wehmeier, S. (Hrsg.). (2013). *Organisationskommunikation und Public Relations. Forschungsparadigmen und neue Perspektiven*. Wiesbaden, Deutschland: Springer, pp.43-72.
- **Christensen, L.T.** & Cheney, G. (2011). Interrogating the communicative dimensions of corporate social responsibility. In: Ihlen, Ø., Bartlett, J., & May, S. (Eds.). (2011). *Handbook of communication and corporate social responsibility*. Malden, MA: Wiley-Blackwell, pp.491-504.
- **Christensen, L.T.**, Morsing, M. & Thyssen, O. (2011). The Polyphony of Corporate Social Responsibility: Deconstructing Accountability and Transparency in the Context of Identity and Hypocrisy. In G. Cheney, S. May & D. Munshi (Eds.), *Handbook of Communication Ethics*. Lawrence Erlbaum Publishers, pp. 457-474.
- **Christensen, L.T.** & Morsing, M. (2010). Corporate communication: En udfordring om styring og fleksibilitet. In H. Merckelsen (ed.), *Håndbog i Strategisk Public Relations*. København: Samfundslitteratur, pp. 47-66.
- **Christensen, L.T.** & Langer, R. (2009). Public Relations and the Strategic Use of Transparency. Consistency, Hypocrisy and Corporate Change. In R.L. Heath, E. Toth & D.

Waymer(eds.), *Rhetorical and Critical Approaches to Public Relations II*. Hillsdale, New York: Routledge, pp. 129-153.

- **Christensen, L.T.** (2008). Corporate and Organizational Identity. In *The Blackwell International Encyclopedia of Communication*, Wolfgang Donsbach (ed.). Malden, MA: Blackwell Publishing Ltd., pp. 1014-1019.
- **Christensen, L.T.** & Morsing, M. (2008). Fra produktbranding til corporate branding. In K. Eiberg, E. Karsholt & S. Torp (eds), *Integreret markeds kommunikation*. København: Samfundslitteratur, pp.29-40.
- **Christensen, L.T.** (2007). The Discourse of Corporate Social Responsibility: Postmodern Remarks. In May, Steve Cheney, George & Roper, Juliet (eds.), *The Debate over Corporate Social Responsibility*. Oxford University Press, pp. 448-458.
- Firat, A.F. & **Christensen, L.T.** (2005). Marketing Communications in a Postmodern World. In Allan J. Kimmel (ed.), *Marketing Communication: New Approaches, Technologies and Styles*. Oxford: Oxford University Press. pp. 215-235.
- Cheney, G., **Christensen, L.T.**, Conrad, C. & Lair, D. (2004). Corporate Rhetoric as Organizational Discourse. In D. Grant, C. Hardy, C. Oswick, N. Phillips and L. Putnam (eds.), *Handbook of Organizational Discourse*. London: Sage, pp.79-103.
- Cheney, G. & **Christensen, L.T.** (2004). Organizational Identity. Linkages between 'Internal' and 'External' Organizational Communication. In Mary Jo Hatch & Majken Schultz (eds.), *Organizational Identity. A Reader*. Oxford University Press, pp. 510-557.
- **Christensen, L.T.** (2003). Virksomhedens identitet som forførelse og selvforførelse. In Bodil Kragh & Jørn Helder (eds.), *Når virksomheden åbner sit vindue. Kommunikation og formidling – et corporate perspektiv*. København: samfundslitteratur, pp. 87-100.
- Cheney, G. & **Christensen, L.T.** (2001). Public Relations as Contested Terrain. In Robert Heath & Gabriel Vasquez (eds.). *Handbook of Public Relations*. Newbury Park, CA: Sage, pp.167-182.
- Cheney, G. & **Christensen, L.T.** (2001). Organizational Identity. Linkages between 'Internal' and 'External' Organizational Communication. In Fred Jablin and Linda L. Putnam (eds.). *The New Handbook of Organizational Communication*. Thousand Oaks, CA: Sage, pp.231-269.
- **Christensen, L.T.** (2001). Intertextuality and Self-Reference in Contemporary Advertising. In Flemming Hansen & Lotte Yssing Hansen (eds.). *Advertising Research in the Nordic Countries*. København: Samfundslitteratur, pp.351-356.
- **Christensen, L.T.** & Cheney, G. (2000). Self-Absorption and Self-Seduction in the Corporate Identity Game. In Majken Schultz, Mary Jo Hatch & Mogens Holten Larsen (eds.). *The Expressive Organization*. Oxford: Oxford University Press, pp.246-270.
- **Christensen, L.T.** & Jones, R. (1996). En symmetrisk dialog om miljøspørgsmålet? En kritisk analyse af nye dialogformer mellem virksomheder og forbrugere. In John Parm Ulhøi & Henning Madsen (Eds.). *Miljøledelse - tanker, erfaringer og visioner*. Børsens Forlag 1996, pp.151-167.

- **Christensen, L.T.** (1995). Fra kosmetisk markedsføring til integreret strategi. Refleksioner over den "grønne" kommunikation. *Virksomhedens miljøhåndbog*. Nr.5 (8.4.) Oktober 1995, pp.1-10. Børsens Forlag.
- **Christensen, L.T.** & Cheney, G. (1994). Articulating Identity in an Organizational Age. In Stanley A. Deetz. (1994) (ed.), *Communication Yearbook*, 17, Thousand Oaks: Sage, pp.222-235.

Business Articles

- **Christensen, L.T.** (2007). "Walk talks, talk walks ...og shit happens." *Market*, 21, pp. 16-22.
- **Christensen, L.T.** & Morsing, M. (2004). Bagom corporate communication *Brandbase News*, nr. 9, pp.8-9.
- **Christensen, L.T.** (2004). Partnerskabernes demokratiske underskud. *Miljøsk*, Nr. 34 (Januar '04), pp.16-19.
- **Christensen, L.T.** (1998). Reklamens selvstændiggørelse og den organiserede dialog. *Retorik Magasinet*, Nr. 30, December 1998, pp.22-27.
- **Christensen, L.T.** (1995), Når virksomheden taler med sig selv. Auto-kommunikativ ledelse. *Ledelse i dag*, Nr. 20 (Winter 1995), pp.32-42.
- **Christensen, L.T.** (1994), Talking to Ourselves: Management through Auto-Communication. *MTC Kontakten*, (Marknadstekniskt Centrum, Stockholm), Jubilæumstidsskrift 1994, pp.32-37.

Proceedings

- Cornelissen, J., **Christensen, L.T.** & Vijn, P. (2006). Understanding the Development and Diffusion of Integrated Marketing Communications (IMC): A Metaphorical Perspective. *NRG Working Paper Series*, no. 06-02 (January 2006).
- **Christensen, L.T.** (1999). The Organization as Sender and Receiver: Carrying the Marketing Communication Process Full Circle." In Yves Evrard, Wayne D. Hoyer & Alain Strazzeri (eds.). *Proceedings of the Third International Research Seminar on Marketing Communications and Consumer Behavior*, 1999. Institut d'Administration des Entreprises d'Aix-en-Provence, pp.118-134.
- **Christensen, L.T.** & Jones, R. (1996). Towards a Symmetrical Dialogue on the Green Issue? A Critical Investigation of New Dialogical Forms between Organizations and Consumers. *Industry and the Environment. Practical Applications of Environmental Management Approaches in Business*. Proceedings of the The 3rd Conference of the Nordic Business Environmental Management Network, The Aarhus School of Business, Aarhus, Denmark, March 28-30, 1996.
- Askegaard, S. & **Christensen, L.T.** (1994). Macromarketing. An Enactment Perspective." In *Proceedings from the 19th Annual Macromarketing Conference*, Boulder, Colorado, USA, August 1994.

- **Christensen, L.T. & Askegaard, S. (1993).** Innovation Beyond Change. A Macromarketing Perspective. In New Visions in a Time of Transition. *Proceedings from the Eighteenth Macromarketing Conference*, August 12-15, 1993, ed. A Fuat Firat and Annama Joy.

TEACHING

I have considerable teaching experience in a variety of courses and course modules, including:

- Interkultural kommunikation (cand.merc, SDU)
- Intercultural management (cand.merc, CBS)
- International business & management (cand.merc, CBS)
- Organisatorisk kommunikation (Medievidenskab, SDU; HA-kom, CBS)
- Markedskommunikation (cand.merc and cand.negot, SDU)
- Integrated marketing communications (cand.negot, SDU)
- Corporate communication (cand.merc and IVK, SDU)
- Diskursanalyse (SPRØK, CBS)
- Social psykologi og kulturanalyse (cand.merc, SDU)
- Adfærdsteori og kommunikation (cand.negot, SDU)
- Reklamesociologi (cand.negot, SDU)
- Public relations og issues management (cand.merc. and cand.negot, SDU)
- Organisation (HA, SDU)
- Kommunikationsteori (ITKO, SDU; HA-kom, CBS)
- IT-baseret kommunikation (ITKO, SDU)
- Corporate communication (summer school, CBS)
- Strategi og Kommunikation (cand.merc-kom, CBS)
- Strategisk kommunikation (Executive MBA, SDU; MOL, SDU; MPG, CBS)

At Ph.D.-level, I have organized and taught several communication courses and seminars, often involving internationally renowned scholars. At CBS, I organize and co-teach an annual Ph.D.-course called “Perspectives on Communication, Organization, and Culture”.

Even though I mainly teach very large classes (around 120 BA students in the spring semester and 260 master students in the fall), I receive extraordinarily fine student evaluations, quantitatively as well as qualitatively. Over the years, my teaching performance has been evaluated at a consistently high level. On a scale from 1-5, my personal ratings always fall between 4.6 and 4.8.

In their written comments, students emphasize my ability to link complex theory with clear, practical examples as well as my personal engagement and ability to involve students in class discussions, in spite of the limitations that large lecture halls imply. Below, I have inserted a number of student comments – in Danish – from my largest class (260 students), the cand.merc. (kom)-course Strategi & Kommunikation:

- “Klart den bedste underviser jeg har haft på CBS. Han formår at engagere os studerende og undervisningen har været meget levende.”
- “Jeg oplever Lars Thøger som værende den bedste underviser på CBS til dags dato. Faglighedens relevans, læringsmetoden i hans undervisningsform, samt hans evne til at stille sig kritisk over for alle teorier vi gennemgår, er udover al forventning!”
- “Undervisningen har gjort mig personligt interesseret i området, og for første gang i løbet af min uddannelse oplever jeg, at jeg glæder mig til at skrive eksamen ud fra en dyb, personlig interesse for det teoretiske felt og teoretiske/praktiske problemstillinger ift. strategi, organisation og kommunikation. Dette ser jeg som værende takket være god undervisning.”
- “Lars fik skabt et åbent forum til forelæsningserne, hvor det blev naturligt at byde ind med refleksioner/kommentarer på det emne vi fik belyst.”
- “Kære Lars, Du er konge! Tak for et fint semester.”
- “Den bedste forelæser jeg nogensinde har haft. Super god til at gøre tingene spændende og let forståelige.”
- “Jeg vil gerne fortælle Lars, at han er en underviser i topklasse. Han er en god taler, som er fængende at lytte til og ligeledes god til at lære fra sig. Han har derfor gjort hver en forelæsning i faget relevant og spændende at komme til!”
- “4 bedste aspekter, vælg én: 1: Lars. 2: Thøger. 3: Christensen. 4: Alle ovenstående”
- “Virkelig spændende forelæsninger, hvor pensum problematiseres, og hvor Lars som underviser i den grad lykkedes med at gøre kursets indhold relevant og spændende for os studerende. Samtidig var han god til at gribe kommentarer fra os studerende og åbne mulighed for gode, faglige diskussioner af nærmest alle dele af pensum i undervisningen.”
- “Lars er utrolig nærværende og engageret i sine forelæsninger. Jeg synes det var en fornøjelse at høre en professor med stor passion inden for kommunikation. Tak.”

AWARDS AND GRANTS

- Awarded Textbook of the Year by National Communication Association, San Francisco, November 2010 for the book *Organizational Communication in an Age of Globalization: Issues, Reflections, Practices*. Waveland Press, Inc., Chicago. 2nd. Ed. (together with G. Cheney, T. Zorn & S. Ganesh).
- Outstanding paper award winner at the Literati Network Awards for Excellence 2010 for the article “New Tensions and Challenges in Integrated Communications.” *Corporate Communication: An International Journal*, (2009) Vol. 14/2, pp.207-219. (together with A. F. Firat & J. Cornelissen).
- Forskningsbevilling fra SSF (LOK-puljen) på 2 mill. Dkr for the project “Integrated Communications – Analyzing the Organizational Implications of an Expanding Communication Perspective” (2002)
- Statoil’s Research Prize på 75.000 kroner for forskning i “Marketing som organiserings og kommunikation.” (1995)

- “Fleksibel kompetence. Nye muligheder og betingelser for organisering og markedsføring”. Projektbeskrivelse præmieret med forskningsstipendium på SvKr. 50.000 af Stiftelsen Marknadstekniskt Centrum indenfor udviklingsprojektet “Marknaden 2019” (1994).

ADMINISTRATIVE POSITIONS

- Director of MBA-education SDU
- Member of Academic Council, Faculty of Social Sciences SDU
- Member of the Study Board for the executive master educations, SDU

REFEREE FOR ACADEMIC JOURNALS AND PUBLISHERS

- *Organization Studies*
- *Journal of Management Studies*
- *Human Relations*
- *Organization Theory*
- *Administration & Society*
- *Consumption, Markets & Culture*
- *Management Communication Quarterly*
- *Corporate Reputation Review*
- *Corporate Communications: An International Journal*
- *European Journal of Marketing*
- *Scandinavian Journal of Management*
- *M@n@gement*
- *Palgrave Macmillan*

EDITORIAL BOARDS

- Management Communication Quarterly
- Corporate Reputation Review
- Corporate Communications: An International Journal
- Consumption, Markets & Culture

ASSESSMENT COMMITTEES

- I have served on multiple search committees for academic positions in Denmark as well as internationally (in the USA, UK, New Zealand, Sweden and Norway) at all academic levels, including full professorship, associate professor and assistant professor positions.
- I have also served at multiple PhD-committees and senior doctorates (disputats) committees, both in Denmark and abroad.
- I have supervised several PhD-students

MEMBERSHIPS

- Member of International Communication Association (ICA)
- Member of EGOS
- Member of European Communication research and Education Association (ECREA)

INDUSTRY CO-OPERATION

In addition to my scholarly activities and credentials, I have more than 30 years of experience in providing lectures, courses, counseling and consultancy to private and public sector organizations within the areas of organizational and strategic communication. Among the organizations I have worked with are:

- Aarhus University, Advance, Advice, Ammiratis Puris Lintas A/S, Ankerhus A/S, AstraZeneca, Center for Ledelse, Communication Academy, COWI A/S, Danfoss, Danmarks Forvaltningshøjskole, Dansk Management Forum, Dansk Røde Kors, Deloitte & Touche A/S, Direktoratet for Kriminalforsorgen, DJØF Efteruddannelse, Den Danske Reklameskole, EnVision, Ernst & Young, Finansforbundet, Foreningen af Interne Revisorer, Foreningen af Skoleledere ved de tekniske skoler, Frontsetter, Fysioterapi- & Ergoterapiforeningen, Grey Odense A/S, Handelshøjskolens Efteruddannelsescenter, Højskolernes Hus, IBC Euroforum Aps., Industri- og Handelskammeret - Odense, Juul | Frost Arkitekter A/S, Kommunernes Landsforening, KMD, Konventum, Kræftens Bekæmpelse, Københavns Kommune, LEGO A/S, LO, Midt Marketing, Mølholm Forsikring A/S, Norrbom Vinding, Novo Nordisk A/S, Novozymes A/S, NP3 Reklame, Odense Kommune, Odense Erhvervsråd, Seismonaut, Skanderborg Kommune, Syddansk Universitets Efteruddannelse, Tandlægerne Nye Landsforening, TDC Corporate Communication, Viborg Amt and Århus Kommune.