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Brazilian (Age: 32) Languages: English (fluent), Portuguese (native), Spanish (CEFR C1)  
Keywords: strategic management, human development, education, future-of-work, governance forms

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### PROFESSIONAL APPOINTMENTS

2022 – present Copenhagen Business School (Assistant Professor - Strategy and Innovation)

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### ACADEMIC BACKGROUND

2019 – 2022 Harvard Business School (Postdoctoral Researcher)  
2015 – 2019 Insper Institute of Education and Research (Ph.D. in Business Economics)  
2017 – 2018 University of Toronto - Rotman School of Management (Visiting Ph.D. Student)  
2013 – 2015 Federal University of Paraná (M. Phil. in Public Policy)  
2009 – 2012 Federal University of Paraná (B.A. in Economics)

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### RESEARCH PROJECTS

#### Publications

1. Teodorovicz, T., Choudhury, P., Starr, E. (2024) "Location-Specificity and Relocation Incentives for Remote Workers," *Organization Science*. <https://doi.org/10.1287/orsc.2023.17712>
2. Teodorovicz, T., Lazzarini, S., Cabral, S., McGahan, A. (2023) "Investing in General Human Capital as a Relational Strategy: Evidence on Flexible Arrangements with Contract Workers," *Strategic Management Journal*. <https://doi.org/10.1002/smj.3571>  
2020 SMS 40<sup>th</sup> Annual Conference: Best Conference Paper Prize (top-10 papers)  
2020 SMS 40<sup>th</sup> Annual Conference: Best Strategic Human Capital Paper Prize (top-5 papers)  
2020 SMS 40<sup>th</sup> Annual Conference: Best Research Methods Paper Prize (top-34 papers)
3. Teodorovicz, T., Lazzarini, S., Cabral, S., Nardi, L. (2022) "Can Public Organizations Perform Like Private Firms? The Role of Heterogeneous Resources and Structured Practices," *Organization Science*. <https://doi.org/10.1287/orsc.2022.1634>
4. Lazzarini, S., Cabral, S., Firpo, S., Teodorovicz, T. (2022) "Why are counterfactual assessment methods not widespread in outcome-based contracts? A formal model approach," *Journal of Public Administration Research and Theory*. <https://doi.org/10.1093/jopart/muab052>  
81st AOM Best Papers and Proceedings (Top-10% Best Papers) – PNP Division
5. Teodorovicz, T., Sadun, R., Kun, A., Shaer, O. (2022) "Multitasking while Driving: Results from a Time-Use Study of Commuting Knowledge Workers," *International Journal of Human-Computer Studies*. <https://doi.org/10.1016/j.ijhcs.2022.102789>
6. Teodorovicz, T., Sadun, R., Kun, A., Shaer, O. (2021) "How Does Working from Home during COVID-19 Affect What Managers Do? Evidence from Time-Use Studies," *Human-Computer Interaction*. <https://doi.org/10.1080/07370024.2021.1987908>

#### Submitted and Working Papers (in the review process or with full drafts)

7. "Chain Ownership in Social Services and Human Capital Reconfiguration: Evidence from Private Higher Education" (*solo-authored – R&R at Strategic Management Journal*)
8. "Diversity or Inclusion? Evidence from Disability Quota and Inclusion Laws in Brazil" (*with Leandro Nardi, Marieke Huysentruyt, and Tomasz Obloj – R&R at Organization Science*)
9. "When do Political Actors Fail to Reward Connected Firms? The Contingent Role of Political Parties' Human Capital Resources" (*with Paulo Arvate and Klenio Barbosa – R&R at Strategic Management Journal*)
10. "Employee Participation and Vetting in Managerial Selection: Evidence from the Educational Sector" (*with Samina Karim and Monica Higgins – Submitted*)

11. “Strategies of For-Profit Firms in Social Services: Insights from Brazilian Higher Education” (*with Carlos Inoue and Deepak Somaya – Preparing for Submission*)
  - 2023 43<sup>rd</sup> Annual Conference: Competitive Strategy Best Proposal for Creativity Award (finalist)
  - 2023 SMS 43<sup>rd</sup> Annual Conference: Responsible Research in Management Best Paper Award (nominated)
  - 2023 SMS 43<sup>rd</sup> Annual Conference: Best Research Methods Paper Prize (nominated) “
- 12 “On the Meaning and General-Purpose Value of a “Scientific Approach” To Entrepreneurship” (*with Alfonso Gambardella and Arnaldo Camuffo – R&R at Strategic Entrepreneurship Journal*)
- 13 “Determinants of Firm-Level AI Adoption: Evidence from a Large-Scale South Korean Panel Dataset” (*with Tim DeStefano, Jaehan Cho, Hanhin, Kim, and Jim Paik – ReJ&R at Strategic Management Journal*)

### Work-in-Progress (pre-draft)

- 14 “Oasis or Mirage? Remote Learning, Comparative Governance, and the Grand Challenge of Higher Education Access” (*with Ilze Kivleniece – Stage: data analysis*)
- 15 “Deploying Human Capital Where Workers Would Rather Not Stay: The Limits of Financial Incentives When Serving Impoverished Areas” (*with Anita McGahan and Samina Karim – Stage: data analysis*)
- 16 “How Knowledge Sources Skew the Outcomes of Virtual Training Programs: Evidence from Two Experiments” (*Stage: writing*)
  - 81st AOM Best Papers and Proceedings (Top-10% Best Papers) – STR Division
  - 2019 39<sup>th</sup> Annual Conference: Best Conference Paper Prize (top-10 papers)
  - 2019 SMS 39<sup>th</sup> Annual Conference: Best Strategic Human Capital Paper Prize (top-5 papers)
  - 2019 39<sup>th</sup> Annual Conference: Best Research Methods Paper Prize (top-6 papers)
- 17 “Governing Leviathan: Assessing the Effect of Reforms to Improve the Governance of State-Owned Enterprises” (*with Sérgio Lazzarini, Daphne Dutra, and Jorge Carneiro - Stage: data analysis*)
- 18 “Measuring and Explaining Scientific Decision-Making in Large Organizations” (*with Arnaldo Camuffo, Alfonso Gambardella, and Andrea Pignataro – Stage: data collection*)

### AWARDS, FELLOWSHIPS, GRANTS, AND RECOGNITIONS

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| <b>2023</b> | <p>Excellence in Teaching Recognition – Copenhagen Business School</p> <p>SMS Best Competitive Strategy Proposal for Creativity Award - SMS 43<sup>rd</sup> Annual Conference (finalist)</p> <p>SMS Best Responsible Research Paper Prize - SMS 43<sup>rd</sup> Annual Conference (nominated)</p> <p>SMS Best Research Methods Paper Prize - SMS 43<sup>rd</sup> Annual Conference (nominated)</p> <p>83rd AOM Outstanding Reviewer Award – Strategic Management Division</p>         |
| <b>2022</b> | <p>SMS Outstanding Reviewer Award – Knowledge and Innovation - SMS 42<sup>nd</sup> Annual Conference</p> <p>SMS Outstanding Reviewer Award – Stakeholder Management - SMS 42<sup>nd</sup> Annual Conference</p>   |
| <b>2021</b> | <p>SMS Outstanding Reviewer Award – Knowledge and Innovation - SMS 41<sup>st</sup> Annual Conference</p> <p>Lemann Research Grant - “Critically Examining Business Models in Private Higher Education Services in Brazil” (joint with Carlos Inoue and Deepak Somaya) - <i>USD 20,000</i></p> <p>81<sup>st</sup> AOM Best Papers and Proceedings (Top-10% Best Papers) – STR Division</p> <p>81<sup>st</sup> AOM Best Papers and Proceedings (Top-10% Best Papers) – PNP Division</p> |
| <b>2020</b> | <p>SMS Best Conference Paper Prize - SMS 40<sup>th</sup> Annual Conference (finalist, top-10 papers)</p> <p>SMS Best Strategic Human Capital Paper Prize - SMS 40<sup>th</sup> Annual Conference (finalist, top-5 papers)</p> <p>SMS Best Research Methods Paper Prize - SMS 40<sup>th</sup> Annual Conference (nominated, top-34 papers)</p>   |
| <b>2019</b> | <p>SMS Best Conference Paper Prize – SMS 39<sup>th</sup> Annual Conference (finalist, top-10 papers)</p> <p>SMS Best Strategic Human Capital Paper Prize – SMS 39<sup>th</sup> Annual Conference (finalist, top-5 papers)</p> <p>SMS Best Research Methods Paper Prize – SMS 39<sup>th</sup> Annual Conference (finalist, top-6 papers)</p>   |

<b>2017-2018</b>	FAPESP International Exchange Program Grant - <i>USD 20,000</i>
<b>2017-2019</b>	FAPESP Doctoral Scholarship
<b>2015-2016</b>	INSPER Doctoral Scholarship
<b>2013-2015</b>	CAPES Masters Scholarship
<b>2012</b>	State Economic Council Award – Best Graduating Student (Federal University of Paraná)

### **PRESENTATIONS AT INVITED SEMINARS, CONFERENCES, AND WORKSHOPS**

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<b>2024</b>	<p>84<sup>th</sup> Academy of Management Annual Meeting, Chicago (US) [scheduled]  2024 Sumantra Ghoshal Strategy Conference on Managerially Relevant Research, London (UK) [scheduled]  Strategic Management Society – Special Conference, Washington, D.C. (US) [scheduled]  DRUID24 Conference, Nice (France) [scheduled]  IESE, IE, UC3M – 2024 Madrid Work and Organizations Workshop, Madrid (Spain) [scheduled]  AOM STR Virtual Symposium on Strategic Human Capital Research (invited presenter), online  Strategic Human Capital Interest Group Virtual Brownbag Speaker (invited presenter), online</p>
<b>2023</b>	<p>Centre for Entrepreneurial Growth &amp; Scaling at the University of Galway (invited seminar), online  Strategic Management Society 43<sup>rd</sup> Annual Conference, Toronto (Canada)  83<sup>rd</sup> Academy of Management Annual Meeting, Boston (US)  DRUID23 Conference, Lisbon (Portugal)  Strategy Science Conference, LMU, Munich (Germany)  SIE (Strategy, Innovation, and Entrepreneurship) Seminar Series (invited seminar), online  IESE, IE, UC3M – 2023 Madrid Work and Organizations Workshop, Madrid (Spain)  Bocconi Workshop on Non-Market Strategy (poster session), Bocconi University, Milan (Italy)  BI Norwegian Business School (invited seminar), Oslo (Norway)  INSEAD – Conference “<i>Strategy Process Research: Then, Now, and Next</i>” (invited presenter), Fontainebleau (France)  Centre for Entrepreneurial Growth &amp; Scaling (invited seminar), online</p>
<b>2022</b>	<p>ETH Zurich (invited seminar), Zurich (Switzerland)  Interamerican Development Bank Seminar on SOEs (guest speaker), Seul (South Korea)  Insper Institute of Education and Research (invited seminar), São Paulo (Brazil)  Strategic Management Society 42<sup>nd</sup> Annual Conference, London (England)  82<sup>nd</sup> Academy of Management Annual Meeting, Seattle (US)  Strategic Management Society – Special Conference, Milan (Italy)  DRUID22 Conference, Copenhagen (Denmark)  Strategy Science Conference, New York University, New York (US)  74<sup>th</sup> LERA Conference (guest discussant), online</p>
<b>2021</b>	<p>Copenhagen Business School (invited seminar), Copenhagen (Denmark)  Bocconi University (invited seminar), Milan (Italy)  Nova School of Business (invited seminar), Porto (Portugal)  Skema School of Business (invited seminar), Paris (France)  NEOMA Business School (invited seminar), Paris (France)  University of Pittsburgh (invited seminar), Pittsburgh (US)  <i>Instituto de Empresas Madrid</i> (IE Madrid) (invited seminar), Madrid (Spain)  DRUID21 Conference, Copenhagen (DK)  15<sup>th</sup> Wharton People and Organizations Conference, Philadelphia/Virtual (US)  Oxford Annual Conference on Professional Service Firms, Oxford/Virtual (UK)  Strategic Management Society 41<sup>th</sup> Annual Conference, Toronto/Virtual (Canada/Virtual)  Best Practices for Reliable Quantitative Research in Strategy (SMS), (Canada/Virtual)  81<sup>st</sup> Academy of Management Annual Meeting, online  Annual Conference of the Society for Institutional and Organizational Economics, online  Cornell University/Strategy/Macro/OB (brownbag presentation), Ithaca (US)  Strategy Science Conference, Virtual/HBS (US)  Cornell University/Dyson (invited seminar), Ithaca (US)  Digital Doctoral Workshop - Harvard Business School Digital Initiative, Boston (US)</p>

University of Illinois at Urbana-Champaign (invited seminar), Urbana-Champaign (US)  
University of Cincinnati (brownbag seminar), Cincinnati (US)  
Ibmec Seminar (invited seminar), São Paulo (Brazil)

- 2020** Strategic Management Society 40<sup>th</sup> Annual Conference, online  
14<sup>th</sup> Wharton People and Organizations Conference, online  
Organization Science Conference “Experiments in Organization Theory” , online |  
REACH Research Conference (invited presentation), Toronto (Canada)
- 2019** Strategic Management Society 39<sup>th</sup> Annual Conference, Minneapolis (US)  
79<sup>th</sup> Academy of Management Annual Meeting, Boston (US)  
Goethe University Frankfurt (invited seminar), Frankfurt (Germany)  
Annual Conference of the Society for Institutional and Organizational Economics, Stockholm (Sweden)  
Strategy Science Conference, Salt Lake City (US)
- 2018** 78<sup>th</sup> Academy of Management Annual Meeting – Strategy Doctoral Consortium, Chicago (US)  
Rotman School of Management (brownbag seminar), Toronto (Canada)  
Rethinking Cross-Sector Social Innovation – Harvard Kennedy School, Boston (US)  
Strategic Management Society Special Conference, São Paulo (Brazil)
- 2017** 77<sup>th</sup> Academy of Management Annual Meeting, Atlanta (US)  
Institutional and Organizational Economics Academy (IOEA), Corsica (France)

## **COMMUNITY ENGAGEMENT AND SERVICE**

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*Ad hoc* reviewer: Strategic Management Journal, Management Science, Organization Science, Academy of Management Journal, Strategy Science, Global Strategy Journal, Strategic Entrepreneurship Journal, Strategic Organization, Journal of Public Administration Research and Theory, The Economic Journal, Journal of the European Economic Association, Annual Meeting of the Academy of Management, Strategic Management Society Annual Conference

- 2023** Organizer of the Panel “Strategic Human Capital, Social Impact, and Competitiveness” at the Strategic Management Society 43<sup>rd</sup> Annual Conference (with Nadine Schultz and Chiara Spina)  
Co-Organizer of the Panel “Experimentation in Corporate Firms” at the Strategic Management Society 43<sup>rd</sup> Annual Conference (with Nadine Schultz and Chiara Spina)  
Co-Organizer of the Workshop “Tenure Package: How do Letter Writers Read and Evaluate It?” at the Strategic Management Society 43<sup>rd</sup> Annual Conference (with Elena Plaksenkova)  
Rep-at-Large at the SMS Competitive Strategy Interest Group (elected position)  
Rep-at-Large at the SMS Strategic Human Capital Interest Group (elected position)  
Panelist on the Symposium “Scientific Decision-Making in Large Organizations: Challenges, Opportunities, and Questions” at the 83<sup>rd</sup> Annual Meeting of the Academy of Management  
Co-Organizer of the Professional Development Workshop “The New Geography of Work and its Impact on Innovation and Social Dimensions” at the 83<sup>rd</sup> Annual Meeting of the Academy of Management (with Marco Minervini, Jasmina Chauvin, and Victoria Sevcenko)  
Mentee at the SMS Strategic Human Capital Interest Group Junior Scholar Mentorship Program
- 2022** Member of the AOM STR Member Engagement Committee (appointed position)  
Mentee at the SMS Strategic Human Capital Interest Group Junior Scholar Mentorship Program
- 2021** Mentee at the SMS Strategic Human Capital Interest Group Junior Scholar Mentorship Program  
Mentor at the SMS Strategic Human Capital Interest Group Doctoral Student Mentorship Program  
Organizer of the Professional Development Workshop “Using Employer-Employee Panel Matched Datasets to Advance Management Research” at the 81<sup>st</sup> Annual Meeting of the Academy of Management (with Carlos Inoue)
- 2020** Organizer of the Panel “Strategic Human Capital Theory in the Future-of-Work” at the SMS 40<sup>th</sup> Annual Conference (with Anita McGahan)  
Organizer of the Harvard Business School CCC Visiting Student Seminar Series  
Mentee at the SMS Strategic Human Capital Interest Group Doctoral Student Mentorship Program

## TEACHING AND EDUCATION

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- 2022-2024** Copenhagen Business School  
 Strategic Management and People Development (Masters, 2024) – *Evaluation: 4.8 out of 5*  
 Strategic Management and People Development (Masters, 2023) – *Evaluation: 4.9 out of 5*  
 Strategic Management and Innovation (Masters, 2023) – *Evaluation: 4.8 out of 5*  
 Strategic Management and Innovation (Masters, 2022) – *Evaluation: 4.8 out of 5*  
 Foundations of Strategy (PhD, 2024) – *Evaluation: 4.8 out of 5*  
 Foundations of Strategy (PhD, 2023) – *Evaluation: 4.7 out of 5*
- 2020-2022** Harvard Business School  
 Strategic Management (MBA-level, Teaching Associate, 2022)  
 “*Benchmarking MBA Core Strategy Courses*” (Project with the Strategy Unit, 2020-2021)  
 Report available online: <https://hbs.me/3xALUc8>
- 2016-2019** Insper Institute of Education and Research  
 Measuring Social Impact (Executive Education, Teaching Associate, 2018-2019)  
 Organizational Strategy (Undergraduate-level, Teaching Associate, 2018-2019)  
 Social Impact Lab (Undergraduate-level, Teaching Associate, 2018)  
 Math Boot Camp (PhD-level, Teaching Associate, 2016)

## OTHER WORK

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### Extended Abstracts in Best Conference Paper Proceedings

1. Teodorovicz, T. (2021) “Can Transfer Methods Skew Knowledge Adoption? Experiments on Transferring Multiple Knowledge Inputs”, 2021 Academy of Management Best Papers and Proceedings. doi: <https://doi.org/10.5465/AMBPP.2021.9> [abridged version]
2. Lazzarini, S., Cabral, S., Firpo, S., and Teodorovicz, T. (2021) “Counterfactual assessment methods and outcome-based contracts: A formal model approach”, 2021 Academy of Management Best Papers and Proceedings. doi: <https://doi.org/10.5465/AMBPP.2021.17> [abridged version]

### Practitioner-oriented Publications

3. Choudhury, P., Starr, E., Teodorovicz, T (2022)\* “Work-from-anywhere as a public policy: 3 findings from the Tulsa Remote program,” *Brookings Reports* (online). Available online: [Link \(click here\)](#)
4. Kun, A., Shaer, O., Sadun, R., Teodorovicz T. (2020)\* “Where did the commute time go?”, *Harvard Business Review* (online). Available online: [Link \(click here\)](#)

### Publications in Brazil

5. Teodorovicz, T., Leandro, T., and Esteves, L.A. (2015), “The evolution of a methodology for relevant market definition: an analysis of CADE’s jurisprudence on private higher educational markets”, *Economic Analysis of Law Review*, 6(2).
6. Teodorovicz, T., Pelaez, V., and Guimarães, T. (2016), “Os mercados relevantes do ramo de agrotóxicos”, *Ensaio FEE*, 36(4). [“Relevant Markets in the Pesticide Industry”]
7. Pelaez, V., Teodorovicz, T., Guimarães, T., da Silva, L. R., Moreau, D., and Mizukawa, G. (2016) “A dinâmica do comércio internacional de agrotóxicos”, *Revista de Política Agrícola*, 25(2). [“The dynamics of international pesticide trade”]
8. Pelaez, V., da Silva, L. R., Guimarães, T., Dal Ri, F., Teodorovicz, T., (2015) “A (des)coordenação de políticas para a indústria de agrotóxicos no Brasil”, *Revista Brasileira de Inovação*, 14. [“The (dis)coordination of policies regarding the Brazilian pesticide industry”]
9. Oliveira, A. B., Teodorovicz, T., Esteves, L. A., Cardoso, M. (2014) “Unidades Paraná Seguro e segurança pública no município de Curitiba” (2014), *Revista de Políticas Públicas*, 18(2). [“Unidades Paraná Seguro and public safety in the city of Curitiba”]

## OTHER ACADEMIC APPOINTMENTS

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- 2023** Research Fellow – SDA Bocconi School of Management (ION Management Science Lab)
- 2021** Cornell University, Dyson School of Applied Economics and Management (Virtual Visiting Scholar, sponsored by Daniela Scur)
- 2020** University of Illinois at Urbana-Champaign, Gies College of Business (CCC Visiting Scholar, sponsored by Deepak Somaya)
- 2019-2022** World Management Survey Project (Research Associate)
- 2016-curr.** Insper Metricis Research Group (Core Researcher)
- 2018-2019** Management and Operational Practices Survey Project – Pakistan (Research Assistant to John Van Reenen (MIT/LSE) and Renata Lemos (World Bank))

## REFERENCES

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**Anita M. McGahan**

University Professor and George E. Connell Chair in  
Organizations and Society  
University of Toronto  
(Rotman School of Management)  
[anita.mcgahan@rotman.utoronto.ca](mailto:anita.mcgahan@rotman.utoronto.ca)

**Raffaella Sadun**

Professor of Business Administration  
Harvard Business School  
Strategy Unit  
[rsadun@hbs.edu](mailto:rsadun@hbs.edu)

**Juan Alcácer**

James J. Hill Professor of Business Administration  
Harvard Business School  
Strategy Unit  
[jalcacer@hbs.edu](mailto:jalcacer@hbs.edu)

**Sérgio Lazzarini**

Professor with Cross-Appointment at the Strategy  
Group and the Sustainability Group  
Ivey Business School  
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