
THOMAZ TEODOROVICZ

Nationality: Brazilian Languages: English (fluent), Portuguese (native), Spanish (advanced)
 Topics: Strategy in the Public Interest; Comparative Governance; Stakeholder Strategy; Human Capital

EMPLOYMENT

2022-ong. **Copenhagen Business School – Department of Strategy and Innovation**
CBS Executive Fonden Assistant Professor Chair (2025-current)
Assistant Professor (2022-2024)

2019-2022 **Harvard University – Laboratory for Innovation Science at Harvard**
Postdoctoral Researcher

RESEARCH APPOINTMENTS

2025 **HEC Paris – Society & Organizations Institute** (*Visiting Researcher*)
 2025 **Geneva Research Lab for Digital Impact** (*Academic Fellow*)
 2024-2026 **INSEAD – Stone Centre; Strategy Unit** (*Visiting Faculty & Lecturer*)
 2023 **SDA Bocconi School of Management – IMSL** (*Academic Fellow*)
 2016-ong. **Inspier Metricis – Socioenvironmental Impact Assessment** (*Research Fellow*)

EDUCATION

2019 **Inspier Institute of Education and Research** (*Ph.D. in Business Economics*)
 2018 **University of Toronto - Rotman School of Management** (*Visiting Ph.D. Student*)
 2015 **Federal University of Paraná** (*M. Phil. in Public Policy*)
 2012 **Federal University of Paraná** (*B.A. in Economics*)

RESEARCH

Main Academic Publications

1. Teodorovicz, T., Choudhury, P., Starr, E. (2025) “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. (2024) “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>
3. Teodorovicz, T., Lazzarini, S., Cabral, S., Nardi, L. (2023) “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>
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?” *Human-Computer Interaction*. <https://doi.org/10.1080/07370024.2021.1987908>

Papers in the Revision Process (titles blinded)

7. [A paper on institutional reforms and the diversity vs inclusion trade-off in private firms] (*Conditionally Accepted at Organization Science – with L. Nardi, M. Huysentruyt, and T. Obloj*)
8. [A paper on the scientific approach to decision making as an empirical research program] (*Conditionally Accepted at Strategic Entrepreneurship Journal – with A. Camuffo and A. Gambardella*)
9. [A paper on political leaders, human capital, and the returns to private firms' non-market strategies] (*2nd R&R at Strategic Management Journal – with P. Arvate and K. Barbosa*)
10. [A paper on institutional reforms and governance in state-owned enterprises] (*2nd R&R at Journal of Management Studies – with D. Dutra and S. Lazzarini*)
11. [A paper on technology adoption, comparative governance, and the market for public services] (*R&R at Organization Science – with I. Kivleniece*)
12. [A paper on corporate ownership, workforce management, and the market for public services] (*R&R at Strategic Management Journal – solo-authored*)
13. [A paper on early strategic choices, comparative governance, and the market for public services] (*R&R at the Strategic Management Journal – C. Inoue and D. Somaya*)
14. [A paper on leadership selection, employee participation, and general managerial skills] (*Submitted to the Strategic Management Journal – S. Karim and M. Higgins*)
15. [A paper on firm-level AI adoption] (*Rej.&R at Strategic Management – Journal with T. DeStefano, Cho, J., Kim, J., Paik, J.*)

Working Papers and Ongoing Projects

16. “Measuring the Scientific-Decision Approach to Decision-Making in Knowledge Workers?” (*with A. Camuffo, A. Gambardella, & H. Montoya*)
17. “Policymakers’ Preferences for Public-Private Collaborations to Resolve Grand Challenges: A Study About Digitization Services in Low-Income Countries” (*with T. Ambos and N. Zachlod*)
18. “The Market for Relocation Incentive Programs for Remote Workers: What Characteristics Should Local Leaders Prioritize?” (*with R. Choudhury and E. Starr*)

Other Academic Publications

19. 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]
20. 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]
21. Teodorovicz T., Cabral, S., Lazzarini, S. (2019) “Insider Econometrics: a Guide to Management Scholars” *RAUSP Management Journal*, 54(4).
22. 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).
23. 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”]
24. 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”]

25. 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”]
26. 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*”]

Practitioner-oriented Publications

27. Teodorovicz, T., Ikawa, J. N., Fonseca, V. D., Lazzarini, S., Fritscher, A. C., Café, R. (2025). “Análise e Diagnóstico da Remuneração de Executivos e Membros do Conselho em Empresas Estatais no Brasil,” *InterAmerican Development Bank Technical Notes 3102* [“*Analysis and Diagnosis of Executive and Board Member Compensation in State-Owned Companies in Brazil*”]
28. Coelho D., Teodorovicz, T., Fritscher, A. C., Café, R., Lazzarini, S., Ikawa, J. N. (2024). “Monitoring the Governance of State-Owned Enterprises,” *InterAmerican Development Bank Working Paper Series 1590*. Available online: [Link \(click here\)](#)
29. Choudhury, P., Starr, E., Teodorovicz, T. (2022) “Work-from-anywhere as a public policy: 3 findings from the Tulsa Remote program,” *Brookings Reports*. Available online: [Link \(click here\)](#)
30. Fabbe, K. E., Khanna, T., Elkins, C., Gillman, Z., Kyrkopoulou, E., Teodorovicz, T. (2021) “Babban Gona: Great Farm,” *Best-Seller Harvard Business School Case Study*. Available online: [Link \(click here\)](#)
31. Kun, A., Shaer, O., Sadun, R., Teodorovicz T. (2020) “Where did the commute time go?”, *Harvard Business Review* (online). Available online: [Link \(click here\)](#)

AWARDS, GRANTS, AND RECOGNITIONS

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|------|--|
| 2025 | CBS Executive Fonden Chair in Leadership
FAPESP Research Project (co-investigator) – <i>BRL 380,000</i>
HEC Paris, Society & Organization Institute Research Support – <i>EUR 3,000</i> |
| 2024 | Stone Centre for the Study of Wealth Inequality Research Support – <i>EUR 1,500</i>
Otto Mønstedts Fond Travel Grant – <i>DKK 7,500</i>
INSEAD Research Support - Remote Learning and Comparative Governance – <i>EUR 3,000</i>
Outstanding Service to the Strategic Management Society Recognition
Excellence in Teaching Recognition – Copenhagen Business School
84 th AOM STR Division Research Awards (finalist)
84 th AOM Outstanding Reviewer Award – Strategic Management Division |
| 2023 | ION Management Science Lab – Research Support – <i>EUR 25,000</i>
Excellence in Teaching Recognition – Copenhagen Business School
SMS Best Competitive Strategy Proposal for Creativity Award - SMS 43 rd Annual Conference (finalist)
SMS Best Responsible Research Paper Prize - SMS 43 rd Annual Conference (nominated)
SMS Best Research Methods Paper Prize - SMS 43 rd Annual Conference (nominated)
83 rd AOM Outstanding Reviewer Award – Strategic Management Division |
| 2022 | Interamerican Development Bank – Research Support – <i>USD 50,000</i>
SMS Outstanding Reviewer Award – Knowledge and Innovation – SMS 42 nd Annual Conference
SMS Outstanding Reviewer Award – Stakeholder Management - SMS 42 nd Annual Conference |
| 2021 | Lemann Research Grant - <i>USD 20,000</i> |

- SMS Outstanding Reviewer Award – Knowledge and Innovation – SMS 41st Annual Conference
- 81st AOM Best Papers and Proceedings (Top-10% Best Papers) – STR Division
- 81st AOM Best Papers and Proceedings (Top-10% Best Papers) – PNP Division
- 2020 SMS Best Conference Paper Prize - SMS 40th Annual Conference (finalist)
- SMS Best Strategic Human Capital Paper Prize - SMS 40th Annual Conference (finalist)
- SMS Best Research Methods Paper Prize - SMS 40th Annual Conference (nominated)
- 2019 SMS Best Conference Paper Prize – SMS 39th Annual Conference (finalist)
- SMS Best Strategic Human Capital Paper Prize – SMS 39th Annual Conference (finalist)
- SMS Best Research Methods Paper Prize – SMS 39th Annual Conference (finalist)
- 2017 FAPESP International Exchange Program Grant - *USD 20,000*
- FAPESP Doctoral Scholarship Grant - *BRL 116,000 (adjusted for inflation)*
- 2015 INSPER Doctoral Scholarship Grant - *BRL 53,000 (adjusted for inflation)*
- 2013 CAPES Masters Scholarship Grant - *BRL 90,000 (adjusted for inflation)*
- 2012 State Economic Council Award - Best Graduating Student (Federal University of Paraná)

PRESENTATIONS AT INVITED SEMINARS, CONFERENCES, AND WORKSHOPS

- 2025 Bocconi Strategic Human Capital Workshop (invited seminar, Italy)
- INSEAD - Stone Centre for the Study of Wealth Inequality (invited seminar, France)
- LMU Munich - Institute for Human Capital Management (invited seminar, Germany)
- ETH Zurich (invited seminar, Switzerland)
- Max Planck Institute for Innovation and Competition/CBS-SI (workshop, Germany)
- University of Geneva – Giga Research Lab Academic Talks (invited seminar, Switzerland)
- WU Vienna – Institute for International Business (invited seminar, Austria)
- 85th Academy of Management Annual Meeting (Denmark)
- 2025 Sumantra Ghoshal Strategy Conference (UK)
- Strategy Science Conference (Spain)
- 17th Annual Research Conference of the ARCS (France)
- Strategic Management Society – Special Conference in Palermo (Italy)
- 2nd Management in Emerging Markets Conference (Canada)
- 2024 New York University - Stern School of Business (invited seminar, USA)
- Northwestern University – Kellogg School of Management (invited seminar, USA)
- INSEAD (invited seminar, Singapore and France)
- University of North Carolina at Chapel Hill (invited seminar, USA)
- IESE Business School (invited seminar, Spain)
- HEC Paris (invited seminar, France)
- Rutgers Business School (invited seminar, USA)
- ESMT Berlin (invited seminar, Germany)
- ESSEC Business School (invited seminar, Singapore)
- Singapore Management University (invited seminar, Singapore)
- National University of Singapore (invited seminar, Singapore)
- Strategic Management Society 44th Annual Conference (Turkey)
- 84th Academy of Management Annual Meeting (US)
- 2024 Sumantra Ghoshal Strategy Conference (UK)
- Strategy Summit in South Lake City (US)
- Strategic Management Society – Special Conference in Washington, D.C. (USA)
- DRUID24 Conference (France)
- IESE, IE, UC3M – 2024 Madrid Work and Organizations Workshop (Spain)

- 2023 AOM STR Virtual Symposium on Strategic Human Capital Research (invited presenter)
 Strategic Human Capital Interest Group Virtual Brownbag Speaker (invited presenter)
 Centre for Entrepreneurial Growth & Scaling at the University of Galway (invited seminar)
 Strategic Management Society 43rd Annual Conference (Canada)
 83rd Academy of Management Annual Meeting (USA)
 DRUID23 Conference (Portugal)
 Strategy Science Conference, LMU (Germany)
 SIE (Strategy, Innovation, and Entrepreneurship) Seminar Series (invited seminar, online)
 IESE, IE, UC3M – 2023 Madrid Work and Organizations Workshop (Spain)
 Bocconi Workshop on Non-Market Strategy (poster session), Bocconi University (Italy)
 BI Norwegian Business School (invited seminar, Norway)
 INSEAD – Conference “*Strategy Process Research: Then, Now, and Next*” (invited presenter), (France)
- 2022 Centre for Entrepreneurial Growth & Scaling (invited seminar), online
 ETH Zurich (invited seminar, Switzerland)
 Interamerican Development Bank Seminar on SOEs (guest speaker, South Korea)
 Insper Institute of Education and Research (invited seminar, Brazil)
 Strategic Management Society 42nd Annual Conference (England)
 82nd Academy of Management Annual Meeting (USA)
 Strategic Management Society – Special Conference (Italy)
 DRUID22 Conference, (Denmark)
- 2021 Strategy Science Conference, New York University (USA)
 Copenhagen Business School (invited seminar, Denmark)
 Bocconi University (invited seminar, Italy)
 Nova School of Business (invited seminar, Portugal)
 Skema School of Business (invited seminar, France)
 NEOMA Business School (invited seminar, France)
 University of Pittsburgh (invited seminar, US)
Instituto de Empresas Madrid (IE Madrid) (invited seminar, Spain)
 DRUID21 Conference (DK)
 15th Wharton People and Organizations Conference (virtual)
 Oxford Annual Conference on Professional Service Firms (virtual)
 Strategic Management Society 41th Annual Conference (virtual)
 Best Practices for Reliable Quantitative Research in Strategy (SMS) (virtual)
 81st Academy of Management Annual Meeting (virtual)
 Annual Conference of the Society for Institutional and Organizational Economics (virtual)
 Cornell University/Strategy/Macro/OB (brownbag presentation) (virtual)
 Strategy Science Conference (virtual)
 Cornell University/Dyson (invited seminar, US)
 Digital Doctoral Workshop - Harvard Business School Digital Initiative, Boston (US)
 University of Illinois at Urbana-Champaign (invited seminar, US)
 University of Cincinnati (brownbag seminar, US)
- 2020 Ibmecc Seminar (invited seminar, Brazil)
 Strategic Management Society 40th Annual Conference (virtual)
 14th Wharton People and Organizations Conference (virtual)
 Organization Science Conference “Experiments in Organization Theory” (virtual)
 REACH Research Conference (invited presentation, Canada)
- 2019 Strategic Management Society 39th Annual Conference (US)
 79th Academy of Management Annual Meeting (US)

- Goethe University Frankfurt (invited seminar, Germany)
 Annual Conference of the Society for Institutional and Organizational Economics (Sweden)
 Strategy Science Conference (US)
- 2018 78th Academy of Management Annual Meeting – Strategy Doctoral Consortium (US)
 Rotman School of Management (brownbag seminar, Canada)
 Rethinking Cross-Sector Social Innovation – Harvard Kennedy School (US)
 Strategic Management Society Special Conference in São Paulo (Brazil)
- 2017 77th Academy of Management Annual Meeting (US)
 Institutional and Organizational Economics Academy (France)

SERVICE LEADERSHIP

Editorial Review Board Member

Strategic Management Journal, Journal of Organization Design

Reviewer

Organization Science, Administrative Science Quarterly, Management Science, Academy of Management Journal, Strategy Science, Journal of Management, Journal of Management Studies, Global Strategy Journal, Strategic Entrepreneurship Journal, Strategic Organization, Journal of Public Administration Research and Theory, The Economic Journal, Journal of the European Economic Association

- 2025 Rep-at-Large at the SMS Stakeholder Strategy Interest Group (elected position)
 Member of the AOM STR Research Committee (appointed position)
 Member of the AOM STR Member Engagement Committee (appointed position)
 Co-Organizer of the Management in Emerging Markets Research Group
 Co-Organizer of the Workshop “Stakeholder Engagement and Social Impact Across Contexts” at the Strategic Management Society 45th Annual Conference (with Carlos Inoue and Marina Gama)
 Co-Organizer of the AOM STR Junior Scholar’s Paper Development Workshop (with Maria Roche, Wesley Koo, and Lisa Tang)
- 2024 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)
 Member of the AOM STR Member Engagement Committee (appointed position)
 Organizer of the Panel “Competitive Advantage and the Market for Addressing Grand Challenges” at the Strategic Management Society 44th Annual Conference
 Co-Organizer of the Workshop “Tenure Package: How do Letter Writers Read and Evaluate It?” at the Strategic Management Society 44th Annual Conference (with Maria Roche)
 Co-Organizer of the Panel “AI at Work: AI as a Co-Worker” at the Strategic Management Society 44th Annual Conference (with Metin Sengul, Arikan Asli, and Karenn Schnatterly)
- 2023 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)
 Member of the AOM STR Member Engagement Committee (appointed position)
 Organizer of the Panel “Strategic Human Capital, Social Impact, and Competitiveness” at the Strategic Management Society 43rd Annual Conference
 Co-Organizer of the Panel “Experimentation in Corporate Firms” at the Strategic Management Society 43rd 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 43rd Annual Conference (with Elena Plaksenkova)

- Panelist on the Symposium “Scientific Decision-Making in Large Organizations: Challenges, Opportunities, and Questions” at the 83rd 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 83rd Annual Meeting of the Academy of Management (with Marco Minervini, Jasmina Chauvin, and Victoria Sevchenko)
- 2022 Member of the AOM STR Member Engagement Committee (appointed position)
- 2021 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 81st 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 40th Annual Conference (with Anita McGahan)
 Organizer of the Harvard Business School CCC Visiting Student Seminar Series

TEACHING AND EDUCATION

Copenhagen Business School

1. Leading Strategic Transformations (Executive Education, 2025) – *Average Evaluation: 4.7 / 5*
2. Thesis Supervision on the future of work, leadership, and technology (Masters, 2023-2025): *20 students completed by Oct/2025*
3. Strategic Management and People Development (Masters, 2023-2025) – *Avg. Evaluation: 4.7 / 5*
4. Strategic Management and Innovation (Masters, 2022-2023; 2025) – *Average Evaluation: 4.8 / 5*
5. Foundations of Strategy (PhD, 2023-2025) – *Average Evaluation: 4.7 out of 5*
6. Field Trip to Brazil - Entrepreneurship in Emerging Economies (Masters, 2024) – Mentor

INSEAD

7. Digital Transformation of Society, Industries and Companies (MBA, 2026) – *[scheduled]*
8. Introduction to Strategy (MBA, 2024) – *Average Evaluation: 4.7 / 5*

Harvard Business School

9. Strategic Management (MBA, Teaching Associate, 2022)
10. “*Benchmarking MBA Core Strategy Courses*” (Project with Juan Alcácer, 2020-2021).

Inspire Institute of Education and Research

11. Measuring Social Impact (Executive Education, Teaching Associate, 2018-2019)
12. Organizational Strategy (Undergraduate, Teaching Associate, 2018-2019)
13. Social Impact Lab (Undergraduate, Teaching Associate, 2018)
14. Math Boot Camp (PhD, Teaching Associate, 2016)