Christian Schumacher, PhD

Assistant Professor (tenure track) · Institute for Strategic Management (ISM)

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ACADEMIC POSITIONS

WU Vienna University of Economics and Business *Vienna, Austria*

Assistant Professor (tenure track), Institute for Strategic Management 01/2025 – ongoing

Horizon Europe – MSCA Postdoctoral Fellowship (European Commission) *Copenhagen, Denmark*

Marie-Curie Fellow 01/2023 – 12/2024

Copenhagen Business School, Department of Strategy and Innovation *Copenhagen, Denmark*

Assistant Professor (tenure track) 10/2021 – 12/2024

Harvard University, Weatherhead Center, Faculty of Arts and Sciences *Cambridge, USA*

Visiting Scholar (Schumpeter Fellow) 08/2019 – 02/2020

WU Vienna University of Economics and Business, Department of Global Trade 2018 – 2021

Post-Doc

Additional visiting positions: INSEAD (Singapore, Visiting PhD); Tsinghua University (Beijing); Keio University (Tokyo); Thammasat University (Bangkok).

EDUCATION

WU Vienna University of Economics and Business · Habilitation submitted, October 2026.

Essays in Behavioral Strategy and Organizational Decision Making. Application for venia docendi in Business Administration.

University of Vienna · PhD, Management (*summa cum laude*) (2013–2018)

Dissertation: Essays on Behavioral Strategy.

Supervisor: Markus Reitzig.

University of Innsbruck · MSc Economics, with distinction (*Mag.rer.soc.oec.*) (2006–2010)

University of Innsbruck · MSc Business Administration (*Mag.rer.soc.oec.*) (2006–2011)

University of Innsbruck · BSc (Bakk.) Philosophy, with distinction (2008–2011)

Exchange semesters: University of New Orleans, USA.

SELECTED ACADEMIC PUBLICATIONS

[1] **Keck, S., Schumacher, C., Gupta, A., & Leavitt, K.** (2026). How mega-threats influence workplace cooperation: Effect of #BlackLivesMatter salience on cooperation among and between Black and White coworkers. *Academy of Management Journal*, 69(5), 1076–1103. (4* AJG 2021).

[2] **Schumacher, C., Keck, S., & Gupta, A. (2026).** Violence and competition: The effect of mass shootings and domestic terrorism on organizational risk-taking in response to performance shortfalls. *Academy of Management Journal, 69(2), 212–242.* (4* AJG 2021).

[3] **Bär, K. M., & Schumacher, C.** (2026, forthcoming). Build, apply, operate: AI role complementarities and firm value. *Proceedings of the International Conference on Information Systems (ICIS).* VHB and department ratings: A. Accepted for publication on 26 September 2026.

[4] **Schumacher, C., & Tihanyi, C.** (2026, forthcoming). AI workforce architecture and digital innovation: Complementarity, governance, and the value of balance. *Proceedings of the International Conference on Information Systems (ICIS).* VHB and department ratings: A. Accepted for publication on 26 September 2026.

[5] **Schumacher, C., Keck, S., & Tang, W.** (2020). Biased interpretation of performance feedback: The role of CEO overconfidence. *Strategic Management Journal*, 41(6), 1139–1165. (4* AJG 2021). SMJ Most Downloaded Article Award.

[6] **Schumacher, C.** (2021). Organizational structure and CEO dominance. *Journal of Organization Design*, 10(1), 19–34. ODC–Accenture Best Research Paper Award.

[7] **Mohr, A., Schumacher, C., & Kiefner, V. (2022).** Female executives and multinationals' support of the UN's sustainable development goals. *Journal of World Business, 57(3), Article 101304. (4 AJG 2021).* All authors contributed equally.

[8] **Mohr, A., & Schumacher, C.** (2019). The contingent effect of patriotic rhetoric on firm performance. *Strategy Science*, 4(2), 94–110.

[9] **Reimann, O., Schumacher, C., & Vetschera, R.** (2017). How well does the OWA operator represent real preferences? *European Journal of Operational Research*, 258(3), 993–1003. (4 AJG 2021).

BOOK CHAPTERS AND RESEARCH REPORTS

[10] **Schumacher, A., Schumacher, C., & Sihn, W.** (2020). Industry 4.0 operationalization based on an integrated framework of industrial digitalization and automation. In N. M. Durakbasa & M. G. Gençyılmaz (Eds.), *Proceedings of the International Symposium for Production Research 2019* (pp. 301–310). Springer.

[11] **Schumacher, C., Schumacher, A., & Tihanyi, C.** (2026). *The State of AI Workforce in Austria 2026*. Scientific Report, Version 1.1, revised August 2026, 70 pages. ISBN 978-3-200-11326-8. Companion Practitioner Report, 34 pages, ISBN 978-3-200-11327-5. stateofai.at.

[12] **Schumacher, A., Schumacher, C., & Mannsberger, V.** (2021). *COVID19 als Chance zur Digitalisierung in Österreichs Skigebieten*. Research report, 36 pages. Fraunhofer Austria, TU Wien and WU Vienna.

CURRENT RESEARCH PROJECTS

- **When Scandals Surface: Media Coverage and the Dissolution of Foreign Supplier Contracts** (with Can Tihanyi and Grazia D. Santangelo). Examines how supplier-scandal coverage shapes cross-border contract termination. *Journal of International Business Studies*, third-round revise and resubmit (4* AJG 2021).
- **Search Without Build: How Generative AI Decouples Performance Shortfalls from Capability Accumulation** (single-authored). Examines AI capability-building responses to performance shortfalls after the emergence of ChatGPT. *Strategic Management Journal*, reject and resubmit; resubmission target: December 2026.
- **AI as a Ruthless Contrarian: How LLM-Powered Devil's Advocacy Enhances Strategic Decision-Making** (with Bär, Keck and Hoffmann). Pre-registered experiments on AI-supported strategic critique; accepted for presentation at SMS 2026. *Strategic Management Journal*, under review.
- **Career Adaptation under Generative AI Exposure**. Examines how workers reorganize their careers under generative AI exposure. Working paper; target journal: *Management Science*.

- **AI Workforce Architecture and Digital Innovation: Complementarity, Governance, and the Value of Balance.** ICIS journal extension; target: *Information Systems Research*; planned submission: December 2027.
- **When AI Moves the Organizational Bottleneck**. Examines shifts in hiring toward coordination, evaluation and governance as AI capabilities expand, and their relationship to innovation. Data analysis; target journal: *Strategic Management Journal*.
- **Who Captures the Human Bottleneck Premium?** Examines promotions in interpersonal and judgment-intensive roles as employers expand AI capabilities. Data analysis; target journal: *Strategic Management Journal*.
- **How AI Capabilities Travel with Talent**. Examines whether recruiting experienced AI employees supports internal talent development in AI application and governance. Data collection; target journal: *Organization Science*.
- **AI as a Devil's Advocate in Strategic Decisions: The Moderating Role of Culture** (with Surat Teerakapibal). Data collection.

Research reports in preparation

- **AI Exposure and Women's Work in Austria.** Report in preparation; target completion: December 2026.
- **Austria's AI Compute Requirements.** Report in preparation; target completion: February 2027.

RESEARCH FUNDING AND FELLOWSHIPS

- **Marie Curie Fellowship**, European Commission (Horizon Europe), 2022 — €245,000.
- **Schumpeter Fellowship**, Harvard University, 2019 — €35,000.
- **ÖNB-Jubiläumsfonds** (with Steffen Keck), 2017 — €120,000. Topic: When do culturally diverse teams create value?
- **Xperiment Grant**, WU Vienna, 2025 — €7,000.
- **OeAD Research Grant**, 2025 — €11,000.
- **WKO Grant** (with Steffen Keck), 2016 — €11,000. Topic: Minority CEOs.
- **Hochschuljubiläumsstiftung Grant**, 2017 — €7,000. Topic: Generalist or specialist CEOs.

Planned grant proposals

- **AI workforce transformation and human complementarities.** Proposal development for prospective OeNB and/or FWF applications in 2027.

TEACHING

Teaching commitment and recognition: I am a **Fellow of the Higher Education Academy (FHEA, 2024)**, after completing CBS's Higher Education Teaching Excellence Programme (HETEP). The programme included pedagogical workshops, a reflective teaching portfolio, and mentoring with at least five observations of teaching, supervision, and assessment with formative feedback. I received **WU's Innovative Lehre (Innovative Teaching) Award 2026** for AI-Driven Decision-Making.

Bachelor's and master's teaching

- **AI-Driven Decision Making** (WU Vienna, SIMC master's programme; winter 2025/26 and winter 2026/27, ongoing). Self-developed. Project-based Decision Lab, strategic judgment with generative AI, AI-Protocol and reflective assessment. **Innovative Lehre Award 2026.**
- **Advanced Topics in Strategy: Transforming your Business with AI** (WU Vienna; master's; winter 2025/26 and winter 2026/27, ongoing). AI adoption, the AI value chain, human–AI collaboration and strategic transformation.

- **Digital Transformation** (WU Vienna; master's; four sections across summer 2025 and summer 2026). Co-taught in 2025; sole instructor in 2026.
- **Business Strategy and the Sustainable Development Goals** (CBS; bachelor's; autumn 2022 and 2023). Jointly developed and coordinated. Case-based strategy teaching in the context of the SDGs.
- **Strategic Decision Making** (WU Vienna CEMS; master's, 2021; CBS, bachelor's, 2022). Self-developed. Decision theory, prospect theory, biases, group decisions, forecasting and dynamic systems.
- **Quantitative Methods and International Market Research** (WU Vienna; master's; four deliveries). Self-developed. Firm-level databases, data management and regression analysis in R, Stata and Python.
- **Empirical Methods in Strategy Research I and II** (University of Vienna; master's; four deliveries each). Self-developed. Research design, data collection, data preparation and advanced analysis in Stata and R.
- **Literature Seminar in International Business** (WU Vienna; master's; two deliveries). Core literature, research questions and hypothesis development; taught within an existing course design.
- **Academic Research Techniques** (WU Vienna; bachelor's; four deliveries). Research techniques, philosophy of science and hypothesis development.
- **Teaching assistant and course coordination, University of Vienna, with Markus Reitzig.** Business Strategy (five deliveries), Strategic Innovation (five) and Topics in Strategy Research (two). Course preparation, administration, case development and preliminary assessment.

Doctoral teaching and research training

- **How to Publish in Leading Management Journals (CBS; September 2022).**
- **Doctoral roundtable, Copenhagen Business School.** Talks and research-development discussions in the weekly PhD roundtable, with feedback on doctoral projects.
- **Doctoral research training and mentoring.** Active PhD research training at WU's Institute for Strategic Management through ongoing work with Kim Melissa Bär, covering research design, empirical analysis, manuscript development and publication strategy. Further mentoring during doctoral development at CBS and WU has included work with Valentin Kiefner and Can Tihanyi.

Supervision: Approximately 30 master's theses across CBS, WU Vienna and the University of Vienna; bachelor's thesis supervision at WU.

LEADERSHIP MENTORING AND UNIVERSITY SERVICE

- **Austria AI Workforce Report — initiator and project lead.** Conceived and led the research initiative, coordinating its development into scientific and practitioner reports and bringing together empirical analysis and contributions from industry.
- **Horizon Europe MSCA project — project and staff responsibility.** Responsible for project implementation and progress, and supervised research assistants, 2023–2024.
- **Doctoral research co-supervision and mentoring.** Sustained work with Valentin Kiefner, Kim Melissa Bär and Can Tihanyi on research questions, design, quantitative analysis, manuscript development and publication strategy. Structured guidance supports increasing research independence. Collaborative outputs include journal articles, accepted refereed conference publications and ongoing manuscripts.
- **Academic career development and international networking.** Support for conference participation and exploration of research-visit opportunities; recommendation letters and advice on academic applications and the job market.

- **International diversification and digital transformation — project leader, 2020–2021.** WU research project with Valentin Kiefner as researcher.
- **Course and programme development, Copenhagen Business School.** Jointly developed and coordinated Business Strategy and the Sustainable Development Goals and contributed to its place in the study programme.
- **Appointment committee, Strategic Management.** Committee member.
- **Digital Economy master's admissions selection committee, WU Vienna.** Committee member.
- **PhD selection committee, Copenhagen Business School.** Committee member.
- **Doctoral pre-defense committee, Copenhagen Business School.** Committee member for Nathan Rietzler, providing substantial feedback on the dissertation Crowdsourcing Processes and Performance Outcomes (PhD completed 2023).
- **Strategic Decision Making workshop.** Organizer.
- **Research seminar series.** Contributed to seminar organization at the University of Vienna and Copenhagen Business School.

ACADEMIC SERVICE AND RESEARCH EXCHANGE

Academic service: Ad hoc reviewer for the Academy of Management Journal, Strategic Management Journal, Organization Science, Journal of Management Studies, Journal of Operations Management and the Journal of Applied Psychology, among other journals.

Selected talks and conference contributions

- **2026 · Asia Academy of Management, Ho Chi Minh City.** When Scandals Surface.
- **2026 · Strategic Management Society.** AI as a Ruthless Contrarian: How LLM-Powered Devil's Advocacy Enhances Strategic Decision-Making. Presented by Kim Melissa Bär.
- **October 2025 · National Taiwan University, Taipei.** How to Publish in Leading Academic Journals.
- **May 2024 · Tsinghua University, Beijing.** Violence and Competition: The Effect of Mass Shootings and Domestic Terrorism on Organizational Risk-Taking in Response to Performance Shortfalls.
- **2024 · Academy of Management, Chicago.** When Do MNEs Walk the Talk in GVC Relationships? Contract Termination With Irresponsible Suppliers. With Grazia D. Santangelo and Can Tihanyi.
- **2023 · Academy of Management.** When Does It Pay to Have a Chief Digital Officer? With Can Tihanyi, Alexander Mohr and Valentin Kiefner.
- **October 2022 · Keio University, Tokyo.** Female Executives and Multinationals' Support of the UN's Sustainable Development Goals.
- **2022 · EAMSA, Tokyo.** Female Executives and Multinationals' Support of the UN's Sustainable Development Goals.
- **2022 · EAMSA, Tokyo.** International Diversification, Digital Innovation and the UN's Sustainable Development Goals. With Valentin Kiefner and Can Tihanyi.
- **2021 · Academy of Management, virtual.** Standing Together or Falling Apart? How Mega-Threats Shape Cooperative Behaviour in Diverse Teams. With Steffen Keck.
- **2021 · EGOS Colloquium, virtual.** Social Injustice and Workplace Behavior: How #BlackLivesMatter Shapes Cooperation in Organizations. With Steffen Keck.
- **2021 · Academy of Management, virtual.** International Diversification, Digital Transformation, and the Performance of MNEs. With Can Tihanyi and Alexander Mohr.
- **2021 · EURAM, virtual.** International Diversification, Digital Transformation and the Performance of MNEs. With Can Tihanyi and Alexander Mohr.

- **2020 · Academy of Management, virtual.** CEO Gender and CSR-Oriented Shareholder Proposals. With Guoli Chen and Juan Ma.
- **2020 · Stockholm School of Economics workshop, virtual.** When Do Teams Crack? The Effect of Demographic Faultlines and Experiences of Low Performance. With Steffen Keck.
- **2019 · Academy of Management, Boston; SMS Special Conference, Frankfurt.** CEO Career Variety and Firm Risk Management Capabilities. With Philipp Meyer-Doyle.
- **2019 · Academy of Management, Boston.** Biased Interpretation of Performance Feedback: The Role of CEO Overconfidence.
- **2019 · EURAM, Lisbon.** The Contingent Effect of Patriotic Rhetoric on Firm Performance.
- **2019 · Academy of Management workshop, Hong Kong.** International Diversification, Digital Transformation, and the Performance of MNEs.
- **2018 · EAMSA, Seoul.** An Industry 4.0 Maturity Model for Manufacturing Enterprises. With Andreas Schumacher.
- **2018 · EURAM, Reykjavik.** Exploring Human-Capital-Based Microfoundations of Risk Management Capabilities. With Philipp Meyer-Doyle.
- **2017 · Academy of Management, Atlanta.** Performance Feedback and Risk Taking: The Role of CEO Overconfidence. With Steffen Keck.
- **2016 · Academy of Management, Anaheim.** Organizational Structure and CEO Dominance. With Steffen Keck and Markus Reitzig.

PUBLIC ENGAGEMENT AND DISSEMINATION

The State of AI Workforce in Austria 2026. Initiator and project lead of an analysis of Austria's AI workforce, with scientific and practitioner editions. The study draws on 1.23 million worker histories and 123,226 firms in the Austrian analysis sample, with European comparisons. Contributors include OMV, Infineon, Magna, VTU Group, Müller-Transporte, Saubermacher and NOWEVOLVE.

Digitalization and pandemic responses in Austrian ski resorts. Research collaboration with Fraunhofer Austria and TU Wien, based on a survey of 88 ski resorts. Findings reached national media and sector publications and were cited in ZDF Magazin Royale on 12 March 2021.

AI workforce and organizational transformation

- **Die Presse, 14 August 2026.** Wie Österreichs KI-Potenzial am Personal scheitert.
- **Salzburger Nachrichten, 24 August 2026.** Österreich mangelt es laut einer Studie an KI-Fachkräften.
- **Television: ZIB 1300.**
- **Horizont, 24 August 2026, and brutkasten, 25 August 2026.** Features on Austria's AI expertise, workforce gaps and talent retention.
- **IT WELT, 26 August and 23 September 2026.** Coverage of AI workforce gaps and early talent migration.
- **Further national and business coverage:** Kronen Zeitung, Die Wirtschaft, NEW BUSINESS, VOL.AT and News.

Patriotic rhetoric and firm performance

- **The Economist, 3 April 2025.** Does it pay for bosses to embrace nationalism? Coverage of research on patriotic rhetoric and firm performance.

Executive cognition and performance feedback

- **personal manager, 10 August 2020.** Wenn Chefs zu selbstbewusst sind: Studie analysiert Fehlverhalten von CEOs. Practitioner interview with Christian Schumacher by Bettina Geuenich.

- **Ö1 (ORF radio).** Radio interview with Christian Schumacher on CEO overconfidence and performance feedback.
- **AMBA Magazine / Association of MBAs.** Practitioner coverage of the CEO-overconfidence research for the MBA and business-school community.
- **Fortune, 11 October 2022.** Leadership feature by Julia Boorstin drawing on the CEO-overconfidence research; syndicated versions in Yahoo Finance and NewsBreak on the same date.
- **Management Today, 6 March 2020.** How overconfidence affects a firm's fortunes.
- **Corporate INTL, 5 August 2020; CEO Monthly.** Toxic Confidence: Overconfident CEOs Are Less Likely to Learn from Performance Feedback. Research coverage in professional and executive media.
- **Die Presse, 19 July 2020.** Selbstbewusste Chefs sind ein Risiko.
- **VDI Nachrichten, 23 July 2020.** Wenn CEOs die Lage falsch einschätzen.
- **Business Insider Deutschland, 2020.** Toxisches Selbstbewusstsein bei Chefs.
- **forum Nachhaltig Wirtschaften; BondGuide; RiskNET, July 2020.** Features on toxic confidence in CEOs. forum: 20 July; BondGuide: 24 July, issue 15/20, p. 23; RiskNET: 24 July.
- **Real Business, 13 August 2020.** Toxic confidence and a shallow talent pool are two career-killers for CEOs.
- **BlueSky Thinking, 27 September 2021.** Overconfident CEOs Risk Failure By Ignoring Poor Performance.
- **Further national and business coverage:** Business-Money Magazine, Fresh Business Thinking, Finanznachrichten, De24, Kurier, trend, Tiroler Tageszeitung, Salzburger Nachrichten, Wiener Zeitung and MSN.

Violence, competition and workplace cooperation

- **AOM Insights, 2026.** The Shock of Violent Tragedies Can Make Leaders Too Cautious. Research feature by Michael E. Bratsis.
- **Die Presse, 25 February 2026.** Ein Amoklauf verändert die Wirtschaft der Region.
- **The Lit Review An AMJ Podcast, 4 February 2026.** Episode on the research featuring coauthor Abhinav Gupta.
- **University of Washington News and Phys.org, 2025–2026.** Research features on traumatic events and risk-taking, and on #BlackLivesMatter and workplace cooperation. Further coverage in Extrajournal.Net and Mirage News.

Female executives and the Sustainable Development Goals

- **Network for Business Sustainability, 2 May 2022.** Women Leaders Increase Company Action on the SDGs. Practitioner research translation by coauthor Valentin Kiefner.
- **Warsaw Business Journal, 16 February 2022.** Women in upper management increase sustainability.
- **HR Heads, 9 March 2022; DIE MACHER, 8 April 2022; B The Change, 7 June 2022.** Research features on female leadership and sustainability. Additional coverage in Corporate INTL.

Digitalization and pandemic responses in ski resorts

- **ZDF Magazin Royale with Jan Böhmermann, 12 March 2021.** Citation of the study in the programme's discussion of pandemic responses. Video: approximately 2.3 million views as of 25 October 2026.