



Munich Business School
shaping tomorrow

RESEARCH REPORT

ACADEMIC YEAR 2024 – 2025

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1. MBS FACULTY

1.1 MBS CORE FACULTY



Prof. Dr. Arnd Albrecht, MBA
Professor for Human Resources Management
Academic Director Bachelor International Business



Prof. Dr. rer. pol. Hans H. Jung
Professor for International Marketing



Prof. Dr. Stefan Baldi
Dean of Munich Business School
Professor for Information Systems



Prof. Dr. Patricia Kraft
Professor for International Business
Academic Director Bachelor International Business



Prof. Dr. habil. Florian W. Bartholomae
Professor for Economics



Prof. Dr. Nancy Landrum
Professor for Sustainable Business Transformation



Prof. Dr. Nadine Chochoiek
Professor for Innovation and Entrepreneurship



Prof. Dr. Gabriella Maráz
Professor for Intercultural Management



Prof. Dr. Maxim Egorov
Professor for Responsible Leadership



Prof. Dr. Thomas Röhm
Professor for International Business
and General Management
Academic Director Master International Business
(Spring Cohort)



Prof. Dr. Alexandra Hauser
Professor for Responsible Leadership
Vice Dean Learning and Teaching



Prof. Dr. Hans Michael Rüdiger
Professor for International Business
and Supply Chain Management
Academic Director MBA GM



Prof. Dr. Sophie Hieke
Professor for Marketing and Communication
Academic Director Master International
Marketing and Brand Management
Impact Officer



Prof. Dr. Barbara Scheck
Professor for Entrepreneurship



Prof. Dr. Johannes Hofinger, MBA, FRM
Professor for Finance and Accounting



Prof. Dr. Christian Schmidkonz
Professor for International Business
and Managerial Economics
Academic Director Master International Business
(Fall Cohort)

1.1 MBS CORE FACULTY



Prof. Dr. Heiko Seif
Professor for International Management
Academic Director Master Sports Business
and Communication



Prof. Dr. David Wagner
Professor for International Business / Digital Business
Academic Director DBA
Vice Dean Research



Prof. Dr. Dirk Stauder
Professor for Accounting



Prof. Dr. Christopher Weilage, MBA, IMBA
Professor for International Business



Prof. Dr. Eva Stumpfegger
Professor for Finance



Lic. Núria Xicota Tort
Lecturer for Spanish

1.2 MBS RESEARCH FELLOWS



Gashaw Abeza, Ph.D.
Associate Professor, Towson University, MD, USA



Prof. Dr. Alexander Richter
Professor of Information Systems
Associate Dean (Professional Programs),
Victoria University of Wellington, New Zealand



Dr. Jose Alcaraz
Enseignant-Chercheur (corr. Assoc. Prof.)
ESDES Business School, Lyon and Annecy, France



Dr. Wolfgang Spiess-Knafl
CEO, European Center For Social Finance at MBS
CEO, Next Generation Impact, Austria



Prof. Dr. Todd Davey
Assoc. Prof. for Entrepreneurship,
Institut Mines-Télécom Business School, France
Director of Strategy,
University Industry Innovation Network (UIIN)
Co-Founder, Innovative Futures Institute



The research concept of Munich Business School covers both research focus and the organizational framework for its implementation. Munich Business School pursues applied research and empirical studies to address contemporary and future-oriented issues in the field of internationally oriented business and the social sciences. Research activities range from the analysis of current management challenges to the exploration of future developments.

This report covers the 2024–2025 academic year and ends with September 1, 2025.

2. MBS RESEARCH CONCEPT

2.1 MBS VISION, MISSION AND VALUES

Munich Business School's vision, mission, and values reflect its institutional identity and are embedded across all programs and research. The core values – innovative, responsible, and globally minded – are interrelated, see Figure 1. The university's vision and mission are presented in Figure 2.



Figure 1: Core Values of Munich Business School

Vision

Munich Business School wants to be the preferred business school in Germany for globally minded, responsible and entrepreneurial personalities from all over the world in their lifelong pursuit of knowledge and personal development.

Mission

Munich Business School contributes to the economy and society by creating an inspiring academic environment in Munich that enables individuals to strive for entrepreneurial success while treating the people around them as well as our natural resources in a respectful and responsible manner.

In a holistic approach, we encourage people to fully understand and appreciate their role in and impact on society as well as to competently apply and continuously advance their business knowledge. We provide students from all over the world with an academic and professional perspective in Germany and beyond. In collaboration with our international partner universities, we enable them to gain advanced insights into the global economy and diverse cultures.

Together with our company and academia partners, we create a platform for motivated and curious individuals with an entrepreneurial spirit to connect, exchange views and learn from each other. In all of our activities, we pursue practical relevance and high quality.

Figure 2: Vision and Mission of Munich Business School

A comprehensive outline of the university's mission statement can be found in the following article:

- Baldi, S. (2017, March 24). *What we stand for, where we are going: The new vision, mission and values of Munich Business School.* MBS Business Blog. www.munich-business-school.de/insights/en/2017/vision-mission-values

2.2 MBS RESEARCH FRAMEWORK

The MBS Research Framework addresses the complexities of an interconnected world by integrating three key dimensions: global megatrends (Sustainability, Digital Transformation, Globalization), MBS's core research areas (Innovation, Responsible Leadership, Family Businesses & Entrepreneurship), and central research subjects (People, Organization, Society). Each dimension is examined both individually and in relation to the others, providing strategic direction and focus for research at MBS.

The current MBS Research Framework is illustrated in the diagram below.

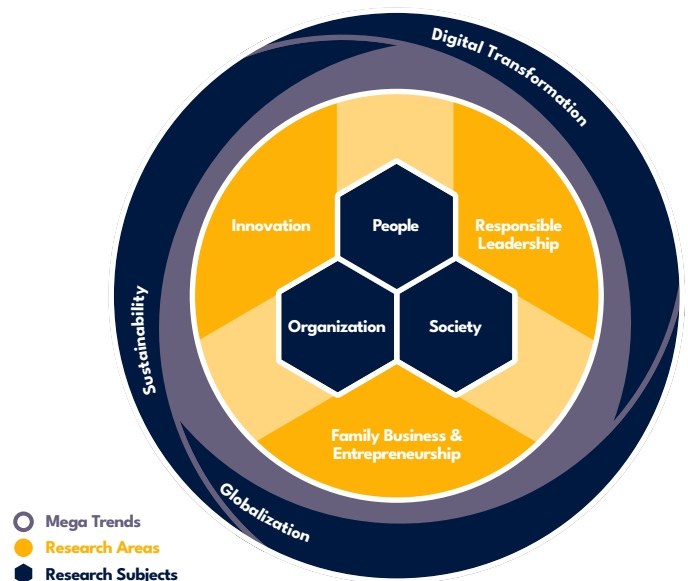


Figure 3: New MBS Research Framework

Chapter 3 offers detailed descriptions of each dimension of the Research Framework, including related publications and research activities. Faculty members maintain full academic freedom, allowing them to pursue research beyond the defined areas (see Chapter 3).

The research areas are interconnected and closely linked to other university activities such as teaching and professional development. These interfaces are regularly discussed within the Research Committee and coordinated through Faculty Roundtables, fostering strategic synergies between research, teaching, and professional growth.

2.3 INTERFACES BETWEEN RESEARCH AND TEACHING

Key connections between research areas, teaching, further education, research institutions, and event formats are summarized in the following figure.

Research Areas and Megatrends	Curricular Integration	Additional Connections (Further Education, Institutes, Projects, and Events)
<p>Innovation</p>	<p>Study programs:</p> <ul style="list-style-type: none"> • Master Innovation and Entrepreneurship (Master IE) <p>Academic focus:</p> <ul style="list-style-type: none"> • Product Lifecycle Management (Focus on Innovation), Customer Relationship Management, Supply Chain Management (Bachelor IB) • International Entrepreneurship (Master IB) • Innovation and Digital Business (Master IB) • Marketing of Innovations (Master IMBM) <p>Mandatory modules/courses:</p> <ul style="list-style-type: none"> • Critical Thinking, Data & Text Literacy with AI as co-teacher (Bachelor IB) • Entrepreneurial and Creative Idea Generation Workshop (Bachelor IB) • MBS Explorer Days: Creativity & Expression (Bachelor IB) • Start-up Project (Bachelor IB) • Project Management & Agile Methods (Bachelor IB) • Digital Technologies Learning Labs (Bachelor IB and Master's programs) • Marketing, Branding, and Sales of Innovation (Master IE) • Understanding Social Startups (Master IE) • Innovation and Entrepreneurship (MBA) • Digital Sport Management (SBC) • Research Approaches and Designs (DBA) <p>Mandatory elective modules/-courses:</p> <ul style="list-style-type: none"> • Social Media (Bachelor IB) • Agile and New Work (Bachelor IB) • Marketing, Branding, and Sales of Innovation (Master IE) 	<ul style="list-style-type: none"> • MBA Business Project • Start-up Event / Career-Event with Start-ups • Guest lectures by innovation experts as part of lectures (across all programs, open to all students) • Guest lectures by representatives of innovative companies, participants from the start-up ecosystem (Master IE) • Start-up Project (Option 3rd semester Master IE) • Business Project (Master IE) • Participation in events/workshops on Entrepreneurship & Innovation in the Munich start-up ecosystem (Master IE) • MBS Impact Pitch-Night on Innovation topics (Bachelor's, Master's and MBA programs) • MBS Doctoral Conference (DBA) <p>MBS Research Projects:</p> <ul style="list-style-type: none"> • Impact for Future
<p>Responsible Leadership</p>	<p>Academic focus:</p> <ul style="list-style-type: none"> • International Human Resource Management and Leadership (Bachelor IB) • MBA General Management <p>Mandatory modules/-courses:</p> <ul style="list-style-type: none"> • Social and Academic Skills (Bachelor IB) • Social Project and Civic Engagement (Bachelor IB) • Resilience Management (Bachelor IB) • Business Ethics and Sustainable Business (Bachelor IB) • Communication Management (Master IB) • Communication in International Business (all Master's programs) • Relationship Marketing (Master IB) • Conscious Business (all Master's programs) • Business Ethics (all Master's programs) • Organizational Behavior und Responsible Leadership (all Master's programs) • Executive Skills and Responsible Leadership in a Global Context (all Master's-programs, MBA) • Sports Business and Leadership (Master SBC) • Innovative Leadership in Sports Business (Master SBC) • C-Suite Life (MBA) • Critical Thinking in Business and Management (DBA) <p>Electives/Engagement:</p> <ul style="list-style-type: none"> • Social and Organizational Psychology (Bachelor IB) • Elective Success Factor Happiness (all Master's programs) • MBS Engagement Point System (Bachelor IB, all Master's programs, MBA) 	<ul style="list-style-type: none"> • Women in Leadership (Workshops, Panel Discussions, Breakfasts) • Mentor program "Female Leadership Lounge" • Brezn & Business Event • MBA Business Project • Company excursions (MBA) • MBS Doctoral Conference (DBA) • European Center for Social Finance • Corporate programs for leadership development <p>MBS Research Projects:</p> <ul style="list-style-type: none"> • CBE – Conscious Business Education, Erasmus+ project • ELDICO, funded by bidt • STAY OK, Erasmus+ research project

Research Areas and Megatrends	Curricular Integration	Additional Connections (Further Education, Institutes, Projects, and Events)
Family Business & Entrepreneurship	<p>Study programs:</p> <ul style="list-style-type: none"> • Master Innovation and Entrepreneurship (Master IE) <p>Academic focus:</p> <ul style="list-style-type: none"> • International Entrepreneurship (Master IB) • Family Firms (Master IB) <p>Mandatory modules/courses:</p> <ul style="list-style-type: none"> • Entrepreneurial and Creative Idea Generation Workshop (Bachelor IB) • Digital Technologies Learning Labs (Bachelor IB and Master's programs) • MBS Explorer Days: Creativity & Expression (Bachelor IB) • Start-up Project (Bachelor IB) • Innovation and Entrepreneurship (MBA) <p>Mandatory elective modules/-courses:</p> <ul style="list-style-type: none"> • Family Business (Bachelor IB) • Social Entrepreneurship (Master IE, MBA) 	<ul style="list-style-type: none"> • European Center for Social Finance • Guest lectures by entrepreneurs, participants from the start-up ecosystem (Master IE) • Panel discussions with entrepreneurs among MBS Alumni (Start-up Spirit) (Master IE, open for all students) • Start-up Project (Option 3rd semester Master IE) • Business Project (Master IE) • Jury comprised of participants from the start-up ecosystem for student pitches (Master IE) • Participation in events/workshops on Entrepreneurship & Innovation in the Munich start-up ecosystem (Master IE) • MBS Doctoral Conference (DBA) <p>MBS Research Projects:</p> <ul style="list-style-type: none"> • CBE – Conscious Business Education, Erasmus+ project • EASE, Erasmus+ project • NextSMEs, Erasmus+ project • Social-X-Change, Erasmus+ project
Sustainability	<p>Mandatory modules/-courses:</p> <ul style="list-style-type: none"> • Social Project and Civic Engagement (Bachelor IB) • Resilience Management (Bachelor IB) • Business Ethics and Sustainable Business (Bachelor IB) • Concentration "Sustainability" (Master IB) • Regenerative business as part of Conscious Business (Master IB) • Digital Sport Management with focus on Sustainability (Master SBC) • Climate Fresk (all Master's programs) • Sustainable Financing (MBA) • Contemporary Issues in Business and Management (DBA) <p>Mandatory elective modules/courses:</p> <ul style="list-style-type: none"> • Ecological Sustainability (Bachelor IB) 	<ul style="list-style-type: none"> • MBS Impact Pitch-Night on Sustainable Business Ideas (Bachelor's, Master's and MBA programs) • Business Project (all Master's programs) • Sustainable Mobility Project (optional) in collaboration with varying companies (MBA) • Brezn & Business Event • World Clean Up Day <p>MBS Research Projects</p> <ul style="list-style-type: none"> • CBE – Conscious Business Education, Erasmus+ project
Digital Transformation	<p>Academic focus:</p> <ul style="list-style-type: none"> • Product Lifecycle Management (Focus on Innovation), Customer Relationship Management, Supply Chain Management (Bachelor IB) • Digital Business Management (Master IB) • Integrated Brand Communication in a Digitalized World (Master IMBM) <p>Mandatory modules/courses:</p> <ul style="list-style-type: none"> • Digital Competencies I-V: Spreadsheets, Data Analysis, Information Management, Online Security, Digital Ethics, Business Intelligence (Bachelor IB) • AI-based course on Critical Thinking (Bachelor IB) • Digital Learning Lab workshop, as part of International Service Marketing (Master IB) • Digital Sport Management (Master SBC) <p>Mandatory elective modules/courses:</p> <ul style="list-style-type: none"> • New Media (Bachelor IB) • Agile and New Work (Bachelor IB) • Digital Business Models (Master IB) • Business Models (Master IB) • Technology Trends (Master IE & Master IMBM) • Supply Chain Management (MBA) • Contemporary Issues in Business and Management (DBA) 	<ul style="list-style-type: none"> • MBA Business Project • Start-up Event / Career-Event with Start-ups • Guest lectures by digitalization experts as part of lectures (across all programs, open to all students) • MBS Doctoral Conference (DBA) <p>MBS Research Projects</p> <ul style="list-style-type: none"> • ELDICO, funded by bidt

Research Areas and Megatrends	Curricular Integration	Additional Connections (Further Education, Institutes, Projects, and Events)
<p>Globalization</p>	<p>Study programs:</p> <ul style="list-style-type: none"> • Bachelor International Business (Bachelor IB) • Master International Business (Master IB) <p>Academic focus:</p> <ul style="list-style-type: none"> • Global Family Business and Wealth Management (Master IB) <p>Mandatory modules/-courses:</p> <ul style="list-style-type: none"> • International Business and Management I-III (Bachelor IB) • International Business Development (Bachelor IB) • Intercultural Competencies (Bachelor IB) • Current Topics of Business I-II (Bachelor IB) • International Focus (Choice of 6 different languages; Bachelor IB) • International Focus (optional language; all Master's programs) • Internship abroad (Bachelor IB) • International Business and Management (all Master's programs) • Semester abroad (Bachelor IB/Master IB) • Sustainable Financing as part of Financial Management (MBA) • Europe in the World (DBA) <p>Mandatory elective modules/-courses:</p> <ul style="list-style-type: none"> • Communication in International Business (all Master's programs) <p>Electives:</p> <ul style="list-style-type: none"> • Elective Organizational Psychology (Bachelor IB) • Elective International Trade (Bachelor IB) • Elective Family Businesses (Bachelor IB) • International Business Relations (Master IB) • Supply Chain Management (Master IB and MBA) • Business in Germany (MBA) • Global Management, incl. EMBA International Week (MBA) • Business in Emerging Economies (MBA) 	<ul style="list-style-type: none"> • MBA Business Project • Brezn & Business Event • Company Excursion BA and MBA • MBS Doctoral Conference (DBA)

Figure 4: Interfaces Between Research Fields

2.4 MBS RESEARCH AWARD

Since 2018, the **MBS Research Award** has honored outstanding research achievements. Each year, the award is presented by the Vice-Dean of Research at the semester's opening ceremony in early September: In 2024, the award winner was Prof. Dr. Nancy Landrum, and Prof. Dr. Sophie Hieke in 2025.



Research Award Winner, Prof. Dr. Sophie Hieke, at the 2025 semester's opening ceremony with MBS University Management – Dean Prof. Dr. Stefan Baldi, Chancellor Dr. Christine Menges, and MBS President Jörg Schwitalla.

2.5 MBS RESEARCH FELLOWS

Established in 2020, the MBS Research Fellowship promotes MBS's collaboration with research-oriented scholars whose work aligns with the university's Research Framework.

The current MBS Research Fellows include Dr. Jose Alcaraz (ESDES Business School Lyon), Prof. Dr. Todd Davey (Institut Mines-Télécom Business School), Dr. Wolfgang Spiess-Knafl (European Center for Social Finance), Prof. Dr. Alexander Richter (Victoria University of Wellington), and Dr. Gashaw Abeza (Towson University).

2.6 COMPETENCE CENTER ECSF

Munich Business School is home to the European Center for Social Finance (ECSF), established in 2018 to consolidate expertise in social entrepreneurship and social finance and to provide a platform for applied research in these fields. Directed by Dr. Barbara Scheck, Professor of Entrepreneurship at MBS, the Center engages in academic research, business intelligence, and technical support, offering proven tools and extensive collaboration with stakeholders in the social finance sector. It maintains strong ties within the European community and collaborates with experts across the continent. Current research topics are outlined in Section 3.3.1 Responsible and Sustainable Entrepreneurship.


2.7 THIRD-PARTY FUNDED PROJECTS

In its Strategic Plan and Research Strategy, Munich Business School underscores the importance of securing externally funded research projects. Such projects enable the university to broaden its research network and strengthen collaboration with a wide range of partners, including academic institutions, NGOs, and industry. [See Chapter 3](#) for details on institutionally affiliated third-party projects.

2.8 RESEARCH-RELATED EVENTS

To strengthen research performance, the university organized internal research events to connect faculty, involve them in strategic initiatives, share project updates, explore collaborations, and recognize outstanding achievements.

- **Faculty Roundtables:** Faculty Roundtables are held regularly during the semester, they provide key information, address teaching and research matters, and include reports on Research Committee activities and research performance.
- **MBS Researchathon:** In May 2025, the Research Committee hosted a revised event format on the topic of "Research for Impact" with an expert panel and workshops on a variety of topics: The Researchathon combined ideas on strategic research planning, planning of dissemination – as well as the opportunity for knowledge sharing, exchange, and discussions to foster interdisciplinary, practice-oriented research.
- **MBS Doctoral Conference:** In May 2025, MBS hosted its hybrid DBA event for the sixth time, providing participants an opportunity to present their research and engage in discussions with faculty, supervisors, and alumni. The keynote by Prof. Dr. Tima Bansal, titled "How Business Can Design a Desirable Future for All", was open to interested students from all study programs. The event also featured a DBA-specific keynote by Dr. Harald Bos on the DBA journey, followed by a series of roundtables addressing topics such as The DBA Journey and Article-Based Dissertations vs. Monographs.
- **XChange@Lunch:** Since 2017, MBS has offered lunchtime research events for faculty, fellows, and associates to present current work. Evolving from the initial Brown Bag Seminars to the current XChange@Lunch format established in 2022/23, the series now also includes teaching- and practice-oriented topics, with contributions by core faculty including Professors Dr. Stefan Baldi, Dr. Sophie Hieke, Dr. David Wagner, research fellow Dr. Gashaw Abeza, adjunct lecturers Prof. Dr. Markus Westner and Dr. Giulia Parola and administrative staff Nathalie Klinser.



Munich Business School
university of applied sciences

DOCTORAL CONFERENCE KEYNOTE

PROF. DR. TIMA BANSAL
**"HOW BUSINESS CAN DESIGN A
DESIRABLE FUTURE FOR ALL"**

We are excited to have Prof. Dr. Tima Bansal, renowned Canadian researcher and speaker, as our keynote speaker at this year's MBS Doctoral Conference. The keynote is open to all MBS students - you should not miss this inspiring talk!

Prof. Dr. Pratima "Tima" Bansal is Canada Research Chair at Ivey Business School and Director of Ivey's Centre on Building Sustainable Value. She is the Founder and Senior Advisor of the Network for Business Sustainability, a vehicle aimed at sharing academic research on business sustainability with managers. She's also Director of Innovation North, a lab where leading corporations and organizations in Canada "innovate the innovation process." In 2018, Tima Bansal was elected a fellow of the Royal Society of Canada and in 2020, she was appointed to chair the expert panel on the circular economy by the Council of Canadian Academies. Professor Bansal is also Board Chair of Principles of Responsible Management Education (PRME).


When
May 23, 2025
12:00–12:45 pm

Where
Online
via Microsoft Teams

Hosts
Prof. Dr. David Wagner
(Academic Director DBA)

Earn
1 MEP

Register
via Virtual Campus



The Doctoral Conference Poster



2.9 DBA STUDY PROGRAM

The MBS Research Strategy defines the research community to include DBA students, alongside core and adjunct faculty, research fellows, partner universities, and Master's and Bachelor's students. A key strategic objective is to nurture a vibrant doctoral program. The Vice Dean of Research, Prof. Dr. David Wagner, serves as Academic Director of the DBA Program, supported administratively by the study advisor and program manager DBA, with additional support by the research coordinator for the annual Doctoral Conference (see Chapter 2.6).

Since 2014/15, Munich Business School has partnered with Sheffield Hallam University (SHU) on the DBA program. Following Brexit regulations, MBS now delivers only the first phase (Teaching Phase, years one and two), in which doctoral candidates develop their research proposals. Upon successful completion and SHU approval, candidates transfer to SHU for the Research Phase (years three and four), with continued support from MBS by providing them an MBS supervisor.

Sheffield Hallam University (SHU) as the degree-awarding body of the MBS DBA program recently introduced article-based dissertations as an alternative to traditional monographs. On this topic, an XChange@Lunch session provided practical insights into effective DBA research collaboration.

- Westner, M., & Wagner, D. (2024, December 13). DBA/Advisor Collaboration: Building Successful Partnerships and Publishing Achievements. XChange@Lunch, Munich Business School

Since the introduction of this model, DBA candidates have been increasingly active in publishing and presenting their research at academic conferences with several receiving awards in recognition of their achievements (for the reporting period, see Chapter 4.11). Highlights were:

- Sikorski, M. T., & Albrecht, A. (2025). Trust in the Context of Intercultural Negotiations - A Systematic Review. *Negotiation and Conflict Management Research*, 18(1), 1-41. <https://doi.org/10.34891/a0mc-jx98>

FedCSIS Outstanding Paper Award:

- Preiß, N., & Westner, M. (2025). From Agents to Copilots: A Systematic Review of Digital Assistant. *Technology Adoption in Proprietary Productivity Software*. In *Proceedings of the 20th Conference on Computer Science and Intelligence Systems (FedCSIS 2025)* (pp. 575–586). <https://annals-csis.org/proceedings/2025/pliks/3271.pdf>

Presentation at the Annual Meeting of the Academy of Management 2025:

- Schiffelmann, Th. (2025, July 25). *Ethical Scoring to Value Partnerships Between Nonprofit-Organisations and Companies*. 85th Annual Meeting of the Academy of Management. See also: www.munich-business-school.de/insights/en/2025/ethical-scoring-to-value-partnerships-between-nonprofit-organisations-and-companies

MBS Academic Award 2025:

Already during the first years of his DBA studies, DBA candidate Tobias Hassmann contributed several high-quality research papers and conference presentations. In recognition of his outstanding achievements, he received the MBS Academic Award 2025. His publications include:

- Hassmann, T., & Westner, M. (2025). *A Framework for Rigorous Execution and Presentation of Expert Interviews in IS and Digital Transformation Research*. In Marcinkowski, B., et al. (Eds.). *Advances in Information Systems Development. Lecture Notes in Information Systems and Organisation*, vol 77. Springer, Cham. https://doi.org/10.1007/978-3-031-87880-0_4
- Hassmann, T. & Westner, M. (2024). *Enhancing Expert Interviews: Insights from IS and Digital Transformation Research*. In B. Marcinkowski, A. Przybyłek, A. Jarzębowski, N. Iivari, E. Insfran, M. Lang, H. Linger, & C. Schneider (Eds.), *Harnessing Opportunities: Reshaping ISD in the post-COVID-19 and Generative AI Era (ISD2024 Proceedings)*. Gdańsk, Poland: University of Gdańsk. ISBN: 978-83-972632-0-8. <https://doi.org/10.62036/ISD.2024.48>
- Hassmann, T., & Westner, M. (2024, June). *IS Executives and Sustainability: A Literature Review [Conference presentation]*. 26th IEEE International Conference on Business Informatics (CBI 2024), Technical University of Vienna, Austria.
- Hassmann, T., & Westner, M. (2024). *IS Executives and Sustainability: A Literature Review*. In *Proceedings of the 26th IEEE International Conference on Business Informatics (CBI 2024)* (pp. 60–69). IEEE.
- Hassmann, T., & Westner, M. (2023). *Conceptualizing sustainability in the context of ICT: A literature review analysis*. In Ganzha, M., Maciaszek, L., Paprzycki, M., & Ślęzak, D. (Eds.). *Communication Papers of the 18th Conference on Computer Science and Intelligence Systems, ACSIS (Vol. 37, pp. 121–129)*. <https://doi.org/10.15439/2023F5720>

2.10 PUBLICATIONS BY THE UNIVERSITY AND MBS RESEARCH COMMUNITY

The university presents and discusses research results with an interested (expert) audience through its Working Paper and MBS Blog Insights: Beyond these established formats, public and media engagement are gaining growing importance as central ways of sharing and discussing research insights. These forms of outreach help translate academic knowledge into societal impact and contribute to informed public discourse.

The MBS Working Papers (ISSN 2367-3839) series publishes contributions from professors, often in collaboration with students or external researchers, to present and explore innovative research approaches. In its "Outstanding Thesis" subseries, student theses of exceptional quality and innovative approaches are regularly featured.



Munich Business School

MBS Outstanding Thesis

The MBS Business Blog regularly addresses current research and key themes from the university. At www.munich-business-school.de/insights MBS professors discuss ongoing research topics. Additionally, students and adjunct faculty from other universities also contribute as guest authors.

Examples of impactful **media and public engagement** by MBS Core Faculty:

- Hieke, S. (2025, June 9). Panelist **WORKSHOP & BOOK LAUNCH** for the book "Consumer behaviour and the SDGs" (Elga Companion), Cambridge Institute for Sustainability Leadership, moderated by Lucia Reisch (Cambridge) and Cass Sunstein (Harvard).
- Hieke, S. cited in Schröder, M. (2025, February 15). *Blind Boxes: Warum wir die Überraschung lieben – Psychologie und Hype*. RND.de. www.rnd.de/kultur/blind-boxes-warum-wir-die-ueberraschung-lieben-psychologie-und-hype-VSYTGXC3MNGCVNBXMXUWISMDRO.html
- Schmidkonz, Ch. interviewed in BR24 Reportage (2025, January 26): *Was ist vom Mythos China geblieben? 50 Jahre nach dem Besuch von Franz Josef Strauß bei Mao Zedong*. www.br.de/mediathek/podcast/br24-reportage/was-ist-vom-mythos-china-geblieben-50-jahre-nach-dem-besuch-von-franz-josef-strauss-bei-mao-zedong/2102409


Research highlights by the **MBS Student Body – the MBS DGOR Research Award 2025**: In Fall 2025, the DGOR Research Prize was awarded for the first time in collaboration with the German Society for Operational Risk Management (DGOR) in recognition of outstanding final theses that address topics related to sustainability and/or operational risk. Four outstanding graduates were selected for their innovative and high-quality work:

- *Andrej Albrecht (MBA) for doing "Qualitative Research on Financial OKRs and Their Role in Self-Financed Scaling of Tech-Startups"*,
- *Lina Baur (MA IB) for diving deeply into "Economic Subdisciplines along the Sustainability Spectrum"*,
- *Laura Eich (MA IB) for researching "The Impact of Sustainable and Ethical Innovation on Consumer Motivations and Willingness to Pay in the Luxury Jewelry Market"*,
- *Finn Sinnecker (MA SBC) for analyzing "Green Goals: Evolving FC Bayern Munich's Partnership Landscape for a Sustainable Future"*.



The DGOR Awards Winners 2025

The DGOR Research Award highlights the university's commitment to promoting research excellence and fostering sustainability-focused innovation in business and management education. See also the MBS Insights Blog article www.munich-business-school.de/insights/en/2025/dgor-research-award-presented-at-mbs-for-the-first-time



The new MBS Research Framework outlines three central research areas, three megatrends, and three subjects of research, linking them to the university's Vision and Mission. Within each area, key research topics are identified and supported by related projects and activities, with corresponding publications assigned. Only publications and intellectual contributions from the reporting period are listed, including accepted and submitted works under review. For long-term projects, earlier contributions relevant to the reporting period are also considered.

3. RESEARCH AT MBS

3.1. RESEARCH AREA INNOVATION

Description

Munich Business School is committed to advancing research on innovation, focusing on the diffusion of innovations from start-ups as well as established firms, on the impact of societal and technological trends on entrepreneurship, and the development of novel business models. The aim is to understand how innovations can be effectively implemented and scaled to foster sustainable business success. Research also covers innovative teaching methods, applications of AI, and the impact of business innovations on identity, workplace behavior, and organizational culture.

Research Objectives

Munich Business School has set the following priorities for the Innovation research area:

- Identify patterns in the diffusion of innovations.
- Develop use cases and solutions for innovation diffusion, entrepreneurial action, and assessing opportunities, risks, strengths, and weaknesses at individual, team, organizational, and societal levels.
- Explore innovative teaching approaches and experimental methodologies.
- Examine the influence of business innovation on identity, workplace behavior, and organizational culture.

Relevance to the MBS Vision and Mission

MBS aims to equip its graduates to address future challenges within a stable set of values. Entrepreneurial responsibility entails ensuring that innovations and business decisions reflect sustainability across ecological, economic, and social dimensions, thereby contributing to societal prosperity.

In this context, global openness and a holistic view of economic systems play a central role (living globally minded). The foundation for this is:

- Think innovatively,
- Creativity across sector boundaries
- A well-founded consideration of business ethics.

Overall, the research area of Innovation is directly derived from the guiding principles of thinking innovatively.

Research Topics

Key research topics include:

1. Diffusion of Technology-based Innovations
2. Innovative Approaches to Teaching and the Use of AI
3. Innovation in Businesses: Shaping Identity, Work Behavior, and Organizational Culture.

3.1.1 Diffusion of Technology-based Innovations – Technology Competence Leveraging

In collaboration with the Fraunhofer Institute, Prof. Dr. Heiko Seif focuses on examining existing technologies and competencies of an organization for novel application possibilities to generate innovations based on them and determine their market potential.

Academic Journal

- Brück, T., Garbe, D., Melcher, F., & Seif, H. (2025). Algen-basierte Carbonfaser-komposite – ein neuer CO2-speichernder Werkstoff für die Orthopädiertechnik. *Orthopädie Technik*, 76(2), 2-7.



3.1.2 Innovative Approaches to Teaching and the Use of AI

In education, innovative teaching approaches are reshaping the learning experience. Current research explores experiential methods and the integration of artificial intelligence (AI), with careful consideration of both its opportunities and risks.

Academic Journal

- Weilage, Ch., Stumpfegger, E., & Maráz, G. (2025). Enhancing Cross-Cultural Skills Acquisition in Online Exchange Semester Programs. *Journal of Student Affairs Research and Practice*, 62(5), 602–614.. <https://doi.org/10.1080/19496591.2024.2436575>

3.1.3 Innovation in Businesses: Shaping Identity, Work Behavior, and Organizational Culture

In today's business world, innovation is a key factor in shaping a company's identity, influencing work behavior, and organizational culture. Innovative strategies are essential for building a successful work environment, and facilitate organizational success.

Academic Journals

- Weilage, Ch. (2025). Remote Onboarding of New Employees: A Four-Component Perspective of Welcoming. *International Journal of Organizational Analysis*. Advance online publication. <https://doi.org/10.1108/IJOA-09-2024-4843>
- Berisha, G., Govori, D., Lajçi, R., Sonta, M., & Röhm, T. (2024). Innovative Work Behavior of Intrapreneurs: A Matter of Belonging and Support? *European Journal of Innovation Management*. Advance online publication. <https://doi.org/10.1108/EJIM-05-2024-0540>



3.2 RESEARCH AREA RESPONSIBLE LEADERSHIP

Description

Munich Business School defines responsible leadership as guiding executives and employees toward strategic goals while fostering personal development. Modern leadership combines transformational and transactional approaches, focusing on motivation, coaching, talent management, and retention – crucial amid demographic change, aging, and evolving values.

Research emphasizes ethical, sustainable leadership, effective team building, and responsible behavior as key to long-term success. It also addresses trends such as digitization, internationalization, and agile leadership, highlighting the importance of recognizing employee competencies.

The university prioritizes professional growth and understanding workplace attitudes, behaviors, and motivations. Research underscores the growing relevance of corporate culture, organizational climate, teamwork, and diversity in all its forms.

Munich Business School aims to develop employable, critical, and responsible citizens and future leaders – making this research central to its mission and core values.

Research objectives

For a deeper understanding of the new challenges, the Munich Business School focuses on the following priorities in research area of Responsible Leadership:

- Identify new requirements for future leaders and develop approaches to effectively support them in their roles
- Examine the structure and characteristics of organizations of the future.
- Identify agile methods that support responsible leadership.
- Analyze how diversity – across culture, gender, and generations – shapes leadership behavior and practices.
- Examine the challenges faced by responsible leaders.
- Define the characteristics of conscious and exploitative leadership models.
- Explore responsible leadership and mentoring.

Relevance to the MBS Vision and Mission

Munich Business School cultivates entrepreneurial thinking and socially responsible decision-making, equipping students to lead with integrity in complex organizational settings, encouraging them to remain mindful of their social and societal responsibilities.

Research in this area examines how leaders promote ethical decision-making and integrate social impact and sustainability into their practices locally and globally. It also investigates the drivers and outcomes of conscious business initiatives that strengthen responsible business culture.

Research focuses on how leaders promote ethical decision-making and integrate social impact and sustainability in their practices. It further explores the drivers and outcomes of conscious business initiatives to strengthen a responsible business culture

Guided by the principles of responsible action, happiness and resilience, and sound business ethics, this research area reflects MBS's core value of acting responsibly.

Research Topics

Key research topics include:

1. New Leadership Styles
2. Diversity Management
3. Healthcare Management: Stress, Burn-Out, Resilience, and Happiness
4. Entrepreneurial Responsibility and Conscious Business
5. Exploitative Leadership
6. Responsible Leadership and Mentoring

3.2.1 New Leadership Styles

Research in this area examines the competencies modern leaders need to navigate volatile and complex work environments. It explores emerging leadership models shaped by market trends, cultural diversity, and multigenerational workplaces, analyzing the impact of different leadership styles and tools. The findings identify key competency requirements, leadership profiles, and areas for further development.

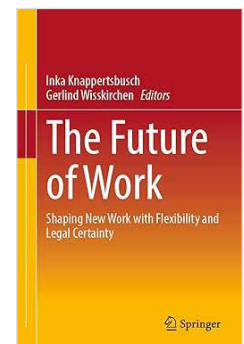
Academic Journal

- Albrecht, A., Erlewein J., & Albrecht, E. (2025). *Gesundheitskultur im Unternehmen. Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)*, 56(3). <https://doi.org/10.1007/s11612-025-00826-z>



Academic Book Chapter

- Albrecht, A. (2024). *Shared Leadership*. In I. Knappertsbusch & G. Wisskirchen (Eds.), *The Future of Work*. Springer (pp. 235 – 243). https://doi.org/10.1007/978-3-658-45150-9_29



Academic Conference Presentation

- Albrecht, A. (2025, March 13). *Untersuchungen zum Stress und Aufbau von Resilienz zukünftiger Führungskräfte [Conference Presentation]*. 32. Jahrestagung der Deutschen Gesellschaft für Psychosomatische Medizin und Ärztliche Psychotherapie (DGPM), 75. Arbeitstagung des Deutschen Kollegiums für Psychosomatische Medizin.

Practitioner Book Chapter

- Albrecht, A. (2025). *Arbeitswelt 4.0*. In L. v. Rosenstiel, E. Regnet & M. E. Domsch (Eds.), *Führung von Mitarbeitern und Mitarbeiterinnen* (9. Ed., Chapter 47.1, pp. 693–706).

3.2.2 Diversity Management

In an increasingly interconnected world, diverse cultural values and evolving demographics challenge international managers, making cross-cultural and multi-generational leadership ever more critical.

As part of the Female Leadership research focus, Munich Business School conducts extensive activities in the area of Women in Leadership – including networking events, seminars, workshops, and exchange opportunities for female stakeholders. The research aims to challenge the gender status quo, develop solutions for future gender-related challenges, and promote a more equal and gender-friendly business environment.

A key focus lies on addressing the underrepresentation of women in leadership positions. Research in this area is conducted in cooperation with the women's career network Mission Female, encompassing studies on international success factors for women's careers and the impact of the gender care gap. Additionally, two Erasmus+ projects on women's empowerment – WEMag and EASE – are part of this research area (see Chapter 3.3.1).

3.2.3 Healthcare Management: Stress, Burn-Out, Resilience, and Happiness

In today's VUCA world – marked by volatility, uncertainty, complexity, and ambiguity – managers and employees face increasing health risks such as stress and burnout. Research in this area explores how personal resilience and insights from happiness research, including mindfulness and MBSR (Mindfulness-Based Stress Reduction), can enhance well-being and performance. Research in this field addresses:

- Burnout prevention: Strategies to prevent burnout and promote a healthy life-domain balance, including the role of workplace infrastructure, health management, and supportive leadership in reintegration processes.
- Value incongruence: The impact of misaligned personal and organizational values on well-being, along with coping mechanisms to address these conflicts.
- Resilience in young people: Research on resilience among Generation Y and students was conducted, with results currently being analyzed and prepared for publication.
- Happiness as Success Factor for Businesses: Research on Happiness explores how concepts of subjective and objective well-being can be integrated into business administration to enhance both employee happiness and organizational productivity through factors such as workplace design, corporate culture, consumption behavior, and marketing strategies—particularly in an international and intercultural context.

Academic Journal

- Albrecht, A., Erlewein J., & Albrecht, E. (2025). *Gesundheitskultur im Unternehmen. Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)*, 56(3). <https://doi.org/10.1007/s11612-025-00826-z>

Academic Conference Presentation

- Schmidkonz, Ch. (2024, November 20). *Success Factor Happiness: A Model Course for Student Well-Being [Conference Presentation]. Conference on Internationalisation of Education CZEDUCON 2024, Prague, Czech.*

See also the MBS Insights Blog

www.munich-business-school.de/insights/en/2024/mbs-professor-schmidkonz-inspires-at-czeducon-with-happiness-course

Practitioner Meeting Presentation

- Faecks, W. I., & Schmidkonz, Ch. (2024). *Success Factor Happiness - über die Wissenschaft des Optimismus und die Kunst, unser eigenes Glück zu gestalten. Innovation Day #FuturePositive, Serviceplan Group.*

3.2.4 Entrepreneurial Responsibility and Conscious Business

In today's world, businesses require a new approach that differs fundamentally from that of previous generations. Sustainable success now depends less on KPI-driven management and more on redefining goals, aligning strategies, philosophies, and corporate values with long-term responsibility.

Since the 1990s, companies have complemented annual reports with corporate social responsibility (CSR) disclosures. Today, many go further by publishing social balance sheets, achieving B Corporation certification, or adopting the principles of Conscious Business. Unlike CSR, Conscious Business explicitly integrates corporate culture, leadership, and the broader network of stakeholders—including investors, customers, suppliers, and competitors—into both strategy and daily operations.

Particularly in the U.S., many organizations already embrace the four guiding principles of Conscious Business: Stakeholder Integration, Higher Purpose, Conscious Leadership, and Conscious Culture & Management. Together, these elements shape corporate philosophy and define the behaviors and attitudes of employees, forming the foundation of truly responsible business practice.



Figure 8: Principles of Conscious Business

Research in this area focuses on how the principles of Conscious Business are applied across companies and countries. A study involving four case studies based on interviews with managers from German Conscious Businesses is currently underway. Another line of research examines how these principles influence product development and marketing – particularly in the creation of Purpose-Infused Products and Brands that deliver both functional and higher social or ethical value.

The overarching goal is to raise awareness of this emerging research field in Germany and to make insights accessible to companies and institutions. Elements of Conscious Business also play a growing role in the career choices of Generations Y and Z. In the future, initiatives such as "Best Place to Work", and the design of jobs that create economic, social, and ecological value, will be key to employer positioning. Moreover, customers, investors – particularly in impact investing – and suppliers increasingly expect companies to move from an ego-driven to an eco-driven mindset. This shift is particularly evident among younger generations worldwide, including in emerging economies such as China.

Working Paper/Report

- Kolbet, A., & Schmidkonz, Ch. (2024). *Conscious Leadership in the Generation Z - An Analysis of the Expectations of Generation Z Towards Their (Future) Leaders*. Munich Business School Working Paper Series (ISSN 2367-3839), 2024-01.

Research Project:

Conscious Business Education (CBE)

The Erasmus+ research project Conscious Business Education (CBE) aims to develop a comprehensive curriculum on Conscious Business for undergraduate, graduate, and executive education. The collaboratively designed courses cover key dimensions of Conscious Business, including Conscious Leadership, Conscious Marketing, Impact Entrepreneurship, and ethical approaches to risk management and governance. The project is funded by the EU Commission's Erasmus+ program with a budget of approximately EUR 300,000.



Project Management and Coordination: Munich Business School (Project Manager: Konstantin Mudrack; Academic Director: Prof. Dr. Christian Schmidkonz).

Consortium partners: Julius-Maximilians-Universität Würzburg (Germany), UPF Barcelona School of Management (Spain), Palacký University Olomouc (Poland), Nova School of Business and Economics (Portugal), Impact Centre Erasmus (Netherlands), and PIMEC – Catalonia's Association of Small and Medium-Sized Enterprises (Spain).

Duration: January 2022 to September 2024.

Academic Conference Presentations

- Schmidkonz, C. (2024, September 16). *What is Conscious Business Education?* [Conference Presentation]. Conscious Business Education Project Multiplier Event.
- Schmidkonz, C. (2024, September 16). *Business Strategy, Entrepreneurship, & Marketing* [Conference Presentation]. Conscious Business Education Project Multiplier Event.
- Schmidkonz, C., & Cotter-Lockard, D. (2024, September 17). *How to Teach Conscious Business – Consciously* [Conference Presentation]. Conscious Business Education Project Multiplier Event.

3.2.5 Exploitative Leadership

Research Project: ELDiCo

The research project Exploitative Leadership and Digital Collaboration (ELDiCo) investigates the complexities and challenges of digital leadership. It focuses on identifying and analyzing exploitative leadership mechanisms and their impact on the resilience of employees and leaders.



Furthermore, the project explores the design and optimization of digital communication tools to enhance collaboration in virtual teams and improve leadership effectiveness. The project is funded by bidt – the Bavarian Research Institute for Digital Transformation – with a total budget of approximately EUR 935,000.

Collaboration partners: University of the Bundeswehr Munich, Hochschule Landshut – University of Applied Science Landshut, and Munich Business School (Prof. Dr. Alexandra Hauser).

Duration: April 2024 to March 2027.

The project also launched a podcast in July 2025, see: www.unibw.de/bw/nachrichten/neuer-podcast-veroeffentlicht-das-drittmittelprojekt-eldico-geht-auf-sendung

See also on LinkedIn: www.linkedin.com/company/eldico

Practitioner Book

- Vilser, M., Holzapfel, M., Ayyaz, M., Wein, L., Böhm, M., Hauser, A., & Schmid, E. (2025). *Event-Booklet ELDiCo – Führung in der digitalen Arbeitswelt: Chancen, Herausforderungen und die Rolle der KI*. Wissenschaft-Praxis Austausch 2025 von ELDiCo.

3.2.6 Responsible Leadership and Mentoring

Leadership is one of the most important relationships in the workplace, as managers' communication, decision-making, task delegation, promotion practices, and conflict management strongly shape employees' daily experiences.

Mentoring: Research in this area examines how mentoring is implemented in organizations and educational institutions and evaluates its effectiveness as a tool for developing responsible leadership.

Responsible leadership: After years of focusing on the positive aspects of leadership and defining the qualities of "good" leaders, current research increasingly addresses accountability and the darker sides of leadership. Prompted by media coverage on examples of destructive or self-serving leadership behavior, studies now explore the "dark side" of leadership, the causes and effects of narcissistic and manipulative leadership styles and how these insights can inform the development of responsible, value-driven leadership practices.

Academic Journal

- Köhler, L. J. E., Steinberg, U., Egorov, M., Peus, C., & Gollwitzer, M. (2025). *Combining Moral Foundations and Justice Sensitivity Perspectives to Understand Political Orientation*. *Social Psychology*, <https://doi.org/10.1027/1864-9335/a000579>

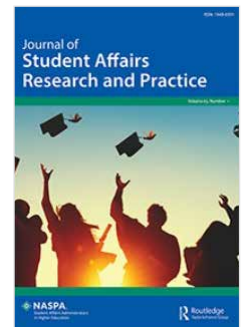
Working Paper/Report

- Baader, M., Egorov, M., Renerte, B., Tanner, C., Wagner, A. F., & Witt, N. (2025). *The Unintended Effects of Ethical Decision Aids in Organizations*. *Swiss Finance Institute Research Paper No. 25-18, European Corporate Governance Institute – Finance Working Paper No. 1041/2025*. <https://doi.org/10.2139/ssrn.5136031>

3.2.7 Further Intellectual Contributions in the Research Area Responsible Leadership

Academic Journal

- Weilage, Ch., Stumpfegger, E., & Maráz, G. (2025). *Enhancing Cross-Cultural Skills Acquisition in Online Exchange Semester Programs*. *Journal of Student Affairs Research and Practice*, 1–13. <https://doi.org/10.1080/19496591.2024.2436575>



Practitioner Meeting Presentations

- Hofinger, J. (2025, May 28). ... und jetzt auch noch die Biodiversität! *Fachtagung Nachhaltigkeit (im Praxisdialog)*. Keynote at Sparkassenverband Bayern.
- Hofinger, J., & Kotzur, A.-L. (2024, September 17). ... und jetzt auch noch die Biodiversität! *Presentation at the 4th D-A-CH ESG Risk Forum*, Köln, Germany. *Bank-Verlag*.

3.3 RESEARCH AREA FAMILY BUSINESS & ENTREPRENEURSHIP

Description

Munich Business School builds on its long-standing focus on entrepreneurial action through the Research Area Family Business & Entrepreneurship. This area examines how current trends influence entrepreneurial decision-making, the development of new business models, and the responsibility of management to balance economic, ecological, and social objectives.

Research focuses on entrepreneurial environments and ecosystems, including social entrepreneurship, intrapreneurship, start-ups, and family-owned enterprises. It explores entrepreneurial thinking and behavior in these diverse contexts.

Research Objectives

Munich Business School has defined the following key objectives for this research area:

- Conceptualize the internationalization of family businesses.
- Develop use cases and solutions for entrepreneurial action, opportunity recognition, and risk assessment at individual, team, organizational, and societal levels.
- Identify factors influencing responsible and future-oriented entrepreneurship
- Examine the elements of entrepreneurship ecosystems, particularly for start-ups and social enterprises.
- Explore entrepreneurship and intrapreneurship.

Relevance to the MBS Vision and Mission

This research area acknowledges the pivotal role of family businesses and entrepreneurs in the global economy. It investigates effective succession planning, governance, and innovation to ensure long-term sustainability and competitiveness. Research also addresses entrepreneurial ecosystems and global trends, supporting MBS's mission to prepare graduates to act responsibly and ethically in complex business environments.

Entrepreneurial responsibility entails integrating sustainability across economic, ecological, and social dimensions. The research is grounded in creativity across sectors, entrepreneurial thinking, and a strong foundation in business ethics – reflecting MBS's guiding principles of thinking innovatively and acting responsibly.

Research Topics

Key research topics include:

1. Responsible and Sustainable Entrepreneurship
2. Entrepreneurship & Commercialization Success
3. Entrepreneurship & Intrapreneurship
4. International Family Businesses

3.3.1 Responsible and Sustainable Entrepreneurship

Competence Center:

European Center for Social Finance (ECSF)

Founded in 2018, the European Center for Social Finance (ECSF) at Munich Business School identifies best practices in Social Finance and promotes knowledge on financing social innovation. Operating at the intersection of theory, practice, and policy, it focuses on selection criteria, financing structures, and impact assessment, working closely with partner organizations across Europe.



The following research projects on this topic are currently being worked on:

Research Project:

NextSMEs – The Next Generation SMEs

The NextSMEs research project aims to equip family-owned SMEs with tools for successful succession planning, addressing challenges such as professionalism, financial stability, and innovation. By raising awareness among stakeholders, the project seeks to ensure the long-term sustainability and prosperity of family businesses across Europe.



The research project is funded by Erasmus+.



Cooperation partners: European Center for Social Finance (DE), Synergy Ltd (CY), Coopération Bancaire Pour L'Europe (BE), Servizi ed Investimenti Innovativi Srl (IT), Gestión Estratégica e Innovación SL (ES).

Associated partner: Munich Business School (Prof. Dr. Barbara Scheck, Dr. Giulia Parola).

Duration: September 2024 to August 2026.

Research Project: Stay OK – Rethinking wellbeing at workplaces in the EU SMEs

The Erasmus+ research project STAY OK focuses on promoting workplace well-being in small businesses. The project develops a practical toolkit and training courses for small business leaders, as well as for trainers, tutors, and mentors, to help make small companies more attractive in the labor market. In addition, STAY OK supports the VET community with a digital self-assessment tool designed to evaluate staff well-being and identify corrective actions. The project is funded under the EU Commission's Erasmus+ program with a total budget of approximately EUR 250,000.



STAY OK



Cooperation partners: Munich Business School (Dr. Giulia Parola), EXEO Lab (Italy), MICC Maltese-Italian Chamber of Commerce (Malta), GEINNOVA (Spain), brainplus (Austria), and WAE We Are Entrepreneurs (Denmark).

Duration: October 2023 to September 2025.

Munich Business School
University of applied sciences

STAY OK

NEURODIVERSITY IN THE WORKPLACE AND LEARNING ENVIRONMENTS

WORKSHOP LED BY EXPERT
ASTRID BRÜGGEMANN

How many of us feel equipped to recognize and support neurodiverse individuals in learning and work settings? This workshop will raise awareness, deepen your understanding of neurodiversity, and offer strategies for your classroom, training sessions, or workplace interactions.

We'll also introduce two key resources for inclusion in workplaces and education: the *STAY OK Training Curriculum* and the *Open Guide for VET Providers*. This event is part of the EU co-funded project *STAY OK – Rethinking Wellbeing at Workplaces in EU SMEs*.

When
July 1, 2025
3–5 pm

Where
Munich Business School,
MBS Lounge **AND**
Online via MS Teams

Hosts
Dr. Giulia Parola
Doris Bampf-Hautmann

Register online
to attend

Astrid Brüggemann draws on personal and professional experience to raise awareness of the various forms of neurodiversity. Her approach helps organizations foster inclusion through practical changes, reducing stress and misunderstandings while enhancing collaboration.

Co-funded by the European Union
2024-1-PT18-KA220-VET-00154571

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

MALTESE-ITALIAN CHAMBER OF COMMERCE
Munich Business School
EXEO LAB
GEINNOVA
brain

Poster of the STAY OK Workshop on Neurodiversity in July 2025

Research Project: Social-X-Change

SOCIAL X CHANGE



Co-funded by
the European Union

The Erasmus+ research project Social-X-Change aims to strengthen the internationalization of teaching and learning in the field of social entrepreneurship by creating a network of centers for social innovation and social entrepreneurship at universities. The project focuses on key areas such as social impact measurement, impact investing, and the legal frameworks governing social and impact-oriented enterprises. It is funded under the EU Commission's Erasmus+ program with a total budget of approximately EUR 400,000.

Cooperation partners: Munich Business School (Prof. Dr. Barbara Scheck, Dr. Wolfgang Spiess-Knafl), ESSEC Business School (France), TED University (Turkey), Universitat Ramon Llull Fundacio (Spain) and the Impact Hub (Austria).

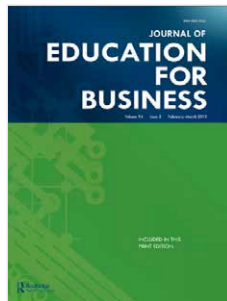
Duration: September 2022 to August 2025.

Study on Teaching Future Competences through Entrepreneurship

This study examined how teaching through entrepreneurship influences learners and educators in a non-entrepreneurship classroom. It investigated how future competences can be developed through entrepreneurial teaching and the relevance of Locus of Control Theory. The project implemented an entrepreneurial learning journey on "Digital Skills: Digital Ethics and Online Security" at a German business school, using educators' self-reflections and students' pre- and post-assessments of digital competences.

Academic Journal

- Wolf, B., Seif, H., & Kraft, P. (2025). *Teaching Future Competencies Through Entrepreneurship: An Educator's Reflection and Learner's Perspectives*. *Journal of Education for Business*, 100(2), 97-107. <https://doi.org/10.1080/08832323.2025.2466441>



Female Entrepreneurship and Diversity in Entrepreneurship

Another research focus is the expansion of the topic Diversity Entrepreneurship, which examines the underrepresentation of societal diversity – particularly regarding gender and ethnicity – within founding teams. Data show that although women make up over half of high school and university graduates in Germany, only about one-third of full-time start-ups are led by women.

In the Maghreb region, challenges are even more pronounced: low female employment rates, high unemployment among female academics, and female participation in entrepreneurial projects of less than 30 % illustrate persistent barriers.

Two research projects specifically address these issues:

Research Project: EASE – Empowering Adult Survivors of domestic violence through Entrepreneurship



The Erasmus+ research project EASE aims to empower women affected by domestic violence by supporting their recovery and professional reintegration through entrepreneurship training and mentoring programs. The project also enables universities to expand their curricula and create new educational pathways for adults who have left formal education. Pilot initiatives are being implemented in France, the Czech Republic, and Bulgaria, with the goal of facilitating replication across Europe. The project is funded under the EU Commission's Erasmus+ program with a total budget of approximately EUR 380,000.



Co-funded by
the European Union

Project Lead and Coordination: Munich Business School (Prof. Dr. Patricia Kraft, Prof. Dr. Barbara Scheck)

Cooperation Partners: IPAG Business School (France), UNYP (Czech Republic), ThinkYoung (Belgium), Led by HER (France), and Fondatsiya Bulgarski Tsentar za Gender Izvedvaniya (Bulgaria).

Duration: January 2022 – December 2024.



The EASE consortium met for their final Transnational Meeting at MBS in December 2024.

**Research Project: WEMag –
Women Entrepreneurs in the Maghreb**

The Erasmus+ research project WEMag aimed to strengthen entrepreneurial activity among female students and graduates at

African universities by enhancing both teaching and research in the field of entrepreneurship. The project focused on collaboratively building entrepreneurial knowledge and developing solutions to gender-specific challenges in the Maghreb region. The project is funded under the EU Commission's Erasmus+ program with a total budget of approximately EUR 732,000.



Cooperation partners: Munich Business School (Prof. Dr. Patricia Kraft, Prof. Dr. Barbara Scheck), IPAG Business School (France) and VIVES University College (Belgium); in Tunisia: University of Sousse and University of Gafsa; and in Morocco: University Hassan 1 and Abdellah University.

Duration: December 2020 to January 2024.

3.3.2 Entrepreneurship and Intrapreneurship

Research focuses on the human factor in entrepreneurship and intrapreneurship, including entrepreneurial personalities, female entrepreneurship, and structural enablers or barriers to success. Current projects also examine publicpreneurship—entrepreneurship in public institutions—and the transfer of leadership practices to startups.

Academic Journals

- Wolf, B., Seif, H., & Kraft, P. (2025). *Teaching Future Competencies Through Entrepreneurship: An Educator's Reflection and Learner's Perspectives*. *Journal of Education for Business*, 100(2), 97-107. <https://doi.org/10.1080/08832323.2025.2466441>
- Chochoiek, N., Rosendahl Huber, L., & Sloof, R. (2024). *Optimism and Overconfidence of Strategic Decision Makers - Comparing Entrepreneurs and Managers with Employees*. *Journal of Economics & Management Strategy*. <https://doi.org/10.1111/jems.12615>

Academic Book Chapter

- Chochoiek, N., & Lorenz, S. (2023). *Das Digital Mindset als essenzieller Bestandteil von Future Skills*. In S. Kaiser, & B. Ertl (Eds.), *Digitale Mindsets* (pp 29–42). Wiesbaden: Springer Gabler. https://doi.org/10.1007/978-3-658-41104-6_3



Academic Conference Proceedings

- Schmidkonz, C. (2024, September 16). *Business Strategy, Entrepreneurship, & Marketing* [Conference Presentation]. *Conscious Business Education Project Multiplier Event*.



3.4. RESEARCH MEGATREND SUSTAINABILITY

Description

Munich Business School's research in the field of Sustainability explores the diverse dimensions of sustainable development – from organizational transformation and sustainable design to responsible business practices and their ethical, moral, and social implications. The research further addresses corporate responsibility, international financial sustainability reporting, and ecological supply chain management.

Research Objectives

Munich Business School has defined the following key objectives within the sustainability research area:

- Examine what constitutes sustainable organizational development.
- Explore what constitutes sustainable design.
- Analyze the ethical and moral dimensions of conducting business sustainably.
- Develop frameworks for implementing corporate responsibility and sustainability in organizations.
- Contribute to the development of global financial and sustainability reporting and disclosure
- Investigate how green supply chain management can enhance environmental sustainability in purchasing systems.

Relevance to the MBS Vision and Mission

MBS is committed to rethinking how businesses interact with society and the environment through sustainable and responsible leadership. Research in this area promotes awareness and responsibility, preparing students and graduates to make business decisions that reflect sustainability across ecological, economic, and social dimensions.

This research aligns with MBS's global outlook and holistic view of economic systems (living globally minded), grounded in:

- Entrepreneurial thinking focused on sustainability.
- A sound understanding of the principles and impact of sustainable practices.

Overall, the research megatrend of Sustainability is directly derived from the guiding principles of acting responsibly and thinking globally minded.

Research Topics

Key research topics include:

1. Sustainable Development of Organizations and Sustainable Design
2. International Financial and Sustainability Reporting and Disclosure
3. Supply Chain Management, Circular and Green Economy

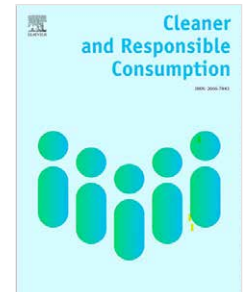
3.4.1 Sustainable Development of Organizations and Sustainable Design

Businesses are increasingly adopting sustainable practices in response to market pressures from investors, consumers, employees, regulators, and communities. These sustainable business practices aim to reduce negative business impacts on the environment and people, enhance positive impacts, and contribute to a sustainable future for all.

Sustainable design, however, is central to the transformation required for a sustainable future. Sustainable design encompasses all elements of a business, including products, service systems, supply chains, value chains, business models, and operations to enhance positive impacts and eliminate negative impacts.

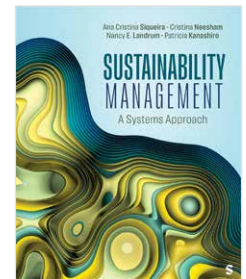
Academic Journal

- Genc, U., Hardaway, K., Landrum, N. E., & Mulrow, J. (2024). *Emerging Concerns in Sustainability Reporting: Disclosure of Tertiary Effects in the Home Appliance Industry*. *Cleaner and Responsible Consumption*, 15, 100235. <https://doi.org/10.1016/j.clrc.2024.100235>



Textbook

- Siqueira, A. C., Neesham, C., Landrum, N. E., & Kanashiro, P. (2025). *Sustainability Management*. SAGE.



3.4.2 International Financial and Sustainability Reporting and Disclosure

Providing globally consistent, comparable, and reliable financial reporting is a key driver of international sustainable development. Organizations must disclose financial and sustainability-related risks and opportunities to support informed decision-making by stakeholders.

International and national standard-setters – such as the IFRS, ISSB, the European Union, and German authorities – work toward harmonized reporting frameworks, with academic research forming the foundation of their efforts. The growing integration of financial and sustainability reporting presents new research opportunities aimed at delivering a holistic view of organizational performance and its role in a responsible society.

Practitioner Meeting Presentations

- Hofinger, J. (2025, May 28). ... und jetzt auch noch die Biodiversität! *Fachtagung Nachhaltigkeit (im Praxisdialog)*. Keynote at Sparkassenverband Bayern.
- Hofinger, J., & Kotzur, A.-L. (2024, September 17). ... und jetzt auch noch die Biodiversität! *Presentation at the 4th D-A-CH ESG Risk Forum, Köln, Germany*. Bank-Verlag.

3.4.3 Sustainability and a Green Economy

Over the past decade, sustainability and the "greening" of supply chains have gained increasing importance among consumers, policymakers, and corporate leaders. While some initiatives have successfully advanced sustainability, many fall short due to a limited understanding of complex supply chain dynamics, often resulting in ineffective or even counterproductive outcomes. Research on the circular and green economy highlights consumer behavior and environmental awareness as crucial factors in achieving environmentally, socially, and economically sustainable development.

Academic Journal

- Fu, M., Schmalz, U., Tseng, K.-N., & Schmidkonz, C. (2025). Factors Influencing Environmentally Friendly Air Travel: A Systematic, Mixed-Method Review. *Economics*, 19(1), 20250160. <https://doi.org/10.1515/econ-2025-0160>



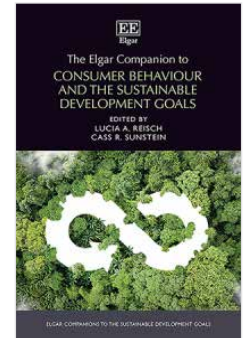
Practitioner Journal

- Reich, S., Rüdiger, H. M., & Badhwar, P. (2025). Biodiversity and Battery Supply Chains. *KlimaRZ – Zeitschrift für materielles und prozessuales Klimarecht*, 15(1), 33–38.

3.4.4 Further Intellectual Contributions on the topic of Sustainability

Media Engagement and Coverage

- Hieke, S. (2025, June 9). Panelist WORKSHOP & BOOK LAUNCH for the book "Consumer behaviour and the SDGs" (Elgar Companion), Cambridge Institute for Sustainability Leadership, moderated by Lucia Reisch (Cambridge) and Cass Sunstein (Harvard).



3.5 RESEARCH MEGATREND DIGITAL TRANSFORMATION

Description

Munich Business School's research on Digital Transformation explores one of the most significant global megatrends, reshaping economies, industries, and societies. Digitalization – driven by AI, data, and connectivity through the Internet of Things – is transforming value creation, innovation, and business models. Intelligent systems and adaptive technologies are redefining how organizations operate, communicate, and deliver value.

Advancements in artificial intelligence, including computer vision, healthcare, education, and creative applications, hold great potential for improving daily life but also raise ethical challenges. MBS research emphasizes the responsible and mindful use of digital technologies to ensure that digital transformation serves people and society.

Research objectives

Munich Business School pursues the following research goals within the field of Digital Transformation:

- Create transparency on the current state of digitalization and its economic implications in the area of digital transformation of value creation.
- Identify and develop scenarios and business models for Industry 4.0.
- Explore use cases for connected mobility, identifying opportunities and risks across organizational levels
- Analyze the economics of digital transformation.
- Explore the forms and possibilities of digital communities.
- Formulate guidelines for mindful use of technologies and digital solutions in professional and personal life.
- Explore the use of digital technologies in knowledge transfer.

Relevance to the MBS Vision and Mission

Digital technologies are transforming the way people live, work, and collaborate. MBS aims to prepare graduates to manage digital change responsibly, think entrepreneurially, and act with integrity in an increasingly connected world. A globally minded and innovative perspective enables MBS graduates to balance technological progress with ethical responsibility.

Research Topics

Key research topics include:

1. Digital Transformation of Value Creation
2. Economics of Digital Transformation
3. Digital Communities
4. Use of Digital Technologies in Knowledge Transfer

3.5.1 Digital Transformation of Value Creation

Digitalization refers to the growing use of technologies such as social media, big data, cloud computing, smart devices, and the Internet of Things, transforming how people connect and interact. To thrive in this environment, companies must anticipate technological developments, apply them effectively, and drive innovation across their value networks. This transformation is reshaping collaboration within and between organizations and is a key success factor for Germany as a leading digital economy. For both business and society and government, digital transformation offers significant opportunities and challenges that must be actively addressed.

Working Papers

- Stern, J., Stauder, D., Kraus, R., Wißmann, S., Langewisch, C. (2025). *Web3 & AI Adoption in Public Institutions – a Field Survey* [Unpublished manuscript].
- Stauder, D. (2025). *Aggregate Differences in Reporting Properties: The Macro-Level Inventory Valuation Adjustment and Aggregate Corporate Outcomes* [Unpublished manuscript].

3.5.2 Economics of Digital Transformation

Terms such as E-Commerce, Industry 4.0, and Sharing Economy symbolize innovation and economic progress – driven by digitalization as a fundamental paradigm shift. The conversion of physical information into digital data enables the optimization and transformation of business processes, ultimately leading to the digital transformation of entire companies and industries.

This research aims to analyze the economic effects of digitalization, understand its impact on markets and organizations, and develop policy recommendations to support sustainable digital growth.

3.5.3 Digital Communities

The rapid digital transformation of society and the workplace – driven by new information technologies – is reshaping business strategies, organizational capabilities, and stakeholder relationships. A key element of this shift is the rise of social media and online communities, which connect people globally to exchange ideas and organize around shared interests, brands, or causes.

In organizational contexts, digital communities play an essential role in public relations, marketing, HR, and innovation management. This research examines the development, management, and impact of online communities and social media within and beyond organizations.

Academic Conference Proceedings

- Ruoff, L., & Wagner, D. (2024). *Assessing the Implementation of Digital Transformation Strategies in the German Sport Industry: An Expert Study. Proceedings of the 27th GeNeMe Conference (Communities in New Media)*.

Practitioner Journal

- Wagner, D. (2024). *Like Wikipedia and Firefox, It's Time to Embrace the Opportunity of Community. I by IMD, December 2024, 31-34.*

Practitioner Book Chapter

- Wagner, D. (2025). *Community Centricity – ein neues Leitbild für Organisationen. In T. Laub (Ed.), Community. Menschen befähigen. Potenziale entfalten. Transformation gestalten. Vom Publikum zur erfolgreichen Community (pp. 47–50)* [Independently Published].



3.5.4 Use of Digital Technologies in Knowledge Transfer

Digital technologies have long been used in higher education, but the COVID-19 pandemic accelerated their widespread adoption and forced institutions to rethink teaching models overnight. Many current approaches emerged out of necessity rather than structured, evidence-based design.

As digitalization continues to transform education, Munich Business School conducts research to identify effective methods for digital knowledge transfer. The goal is to analyze learning needs, test innovative approaches, and define success factors for integrating digital technologies in teaching and learning sustainably and measurably.

3.6. RESEARCH MEGATREND GLOBALIZATION

Description

Munich Business School's research in the field of Globalization examines how increasing global interconnectedness shapes business, management, and society. International business today requires understanding global trends, adopting best practices, collaborating across borders, and integrating diverse workforces. Research at MBS spans management, marketing, finance, economics, and culture – exploring how companies navigate consumer needs, value chains, taxation, and political and cultural influences.

A key focus is the interplay between global and regional dynamics (glocalization), which presents both challenges and opportunities for organizations. Continuous research and strategic insight are essential to manage this complexity and foster sustainable international success.

Research Objectives

Munich Business School pursues the following objectives in the research megatrend Globalization:

- Analyze developments and trends in global markets, with a particular focus on Greater China.
- Identify and analyze location factors critical for regional and international competitiveness.
- Examine cross-cultural management and identify success factors, including the influence of younger generations on global business practices

Relevance to the MBS Vision and Mission

Global thinking and openness to the world are central to the MBS mission. The university promotes intercultural understanding and the exchange of ideas among students, faculty, and global partners. Each year, international students and researchers come to Munich Business School to gain a new perspective, to communicate, learn, and experience life with people from diverse cultures (cosmopolitan living). This exchange fosters new ideas and diverse perspectives, reinforcing two core elements of the MBS mission: thinking innovatively and acting responsibly.

Research Topics

Key research topics include:

1. Location Factors in Global Competition
2. Cross-Cultural Management

3.6.1 Location Factors in Global Competition

In an increasingly interconnected global economy, regions compete intensively for companies, investment, and jobs. While businesses differentiate themselves through innovation and unique products, regional competitiveness depends on key location factors such as infrastructure, market access, the sustainable availability of skilled labor, an open economic environment, and political stability.

Academic Journal

- Bartholomae, F., Nam, C. W., & Schoenberg, A. (2025). *From Burden to Balance: The Role of Age and Education Level in the Distribution of Refugees in Europe*. *EconPol Forum*, 26(1), 26-31.



Academic Conference Presentation

- Bartholomae, F., Schoenberg, A., & Göschl, M.-L. (2024, November 15). *Mobile Working vs. Labor Mobility: Impact on Urban Development* [Conference Presentation]. 71st North American Meetings of the Regional Science Association International, New Orleans, USA.



See also on the MBS Insights Blog www.munich-business-school.de/insights/en/2024/exploring-the-impact-of-remote-work-on-urban-development-florian-bartholomae-at-narsc-2024

Textbook

- Morasch, K., & Bartholomae, F. W. (2024). *Handel und Wettbewerb auf globalen Märkten* (3rd ed.). Springer Gabler. <https://doi.org/10.1007/978-3-658-41866-3>

3.6.2 Cross-Cultural Management

As cultural boundaries converge yet diverge in certain areas, traditional stereotypes based on nationality, business culture, generation, or gender are losing relevance for predicting behavior. This research seeks to identify new success factors for managing people, organizations, and products in an international context.

Key topics include overcoming cultural misunderstandings, internationalizing products and services, and enhancing collaboration through agile, virtual communication. The research also examines how global companies can motivate young professionals to work abroad and counteract the emerging "Gen Y stay-at-home" trend.

Academic Journal

- Weilage, Ch., Stumpfegger, E., & Maráz, G. (2025). *Enhancing Cross-Cultural Skills Acquisition in Online Exchange Semester Programs*. *Journal of Student Affairs Research and Practice*, 1–13. <https://doi.org/10.1080/19496591.2024.2436575>

3.7 RESEARCH SUBJECTS PEOPLE, ORGANIZATION, SOCIETY

Description

Munich Business School's research in the dimension People, Organization & Society examines the dynamic interaction between individuals, organizations, and their broader societal impact. This holistic approach reflects contemporary business challenges and emphasizes the importance of human-centered, ethical, and responsible business practices.

The People dimension focuses on individual behavior, motivation, and development within organizations. Research explores leadership styles, employee engagement, motivation techniques, and personal growth, highlighting how these factors drive organizational success and individual fulfillment.

The Organization dimension investigates organizational behavior, structures, and processes, including culture, change management, and innovation. It examines how organizations can adapt strategically to evolving markets and technological change.

The Society dimension studies the role of organizations in addressing social, economic, and environmental issues. Topics include corporate social responsibility, ethics, sustainability, and the role of businesses in promoting social welfare and environmental stewardship as well as the influence of societal trends on organizational strategies and actions.

Research Objectives

Munich Business School pursues the following objectives within this research area:

- Analyze trends in consumer behavior, consumer preferences, and attitudes toward products, services, and information.
- Investigate decision making processes.
- Examine corporate volunteering and its impact on organizations and society.
- Explore human resources management and business ethics.
- Research business valuation at the intersection of law and economics.
- Understand the challenges of building, managing and controlling brands in a competitive global and digital environment.
- Examine application-related communication mechanisms within and between organizations, brands, and target audiences.
- Analyze supply chain management from a strategic and ethical perspective.

Relevance to the MBS Vision and Mission

This research area directly supports MBS's mission to foster innovative thinking and responsible action. It promotes a holistic understanding of the relationships between people, organizations, and society, encouraging responsible leadership and sustainable decision-making. By addressing consumer behavior, ethics, communication, and innovation, this research enhances the practical and values-driven education that defines MBS (act responsibly).

Research Topics

Key research topics include:

1. Consumer Behavior
2. Business Valuation between Law and Economy
3. Communication Management
4. Supply Chain Management

3.7.1 Consumer Behavior

Food, nutrition, and health are central to many disciplines – from public health and healthcare challenges to food value chains, transparency, efficiency, and sustainability. Understanding consumer behavior is crucial for analyzing and managing consumption decisions and their impacts.

This research examines opinion formation, consumer preferences, and decision-making processes, as well as factors influencing trust along the food value chain. The goal is to generate insights that support healthier, more sustainable, and transparent food systems.

Research Project: BESSER.ESSEN

The BESSER.ESSEN research project aims to promote a sustainable shift in agriculture and food systems by encouraging healthier, eco-friendly more sustainable food choices, especially in out-of-home catering. This is achieved by developing innovative incentive systems that link transparent data on food's ecological and social costs with behavioral economics measures such as nudges. Approved of in early 2025, the project is funded under the Innovation Promotion Program of the Federal Ministry for Agriculture, Food and Regional Identity (BMELH) with a total budget of 1,6 million EUR.



Gefördert durch:



aufgrund eines Beschlusses des Deutschen Bundestages

Cooperation Partners: Technische Hochschule Nürnberg Georg Simon Ohm (THN), Munich Business School (Prof. Dr. Sophie Hieke), Regionalwert Forum Ökologisch-Soziale Marktwirtschaft e.V., and industry partners.

Duration: November 2025 – October 2028

Academic Journal

- Macready, A. L., Hieke, S., Klimczuk-Kochańska, M., Szumiał, S., Wachter, K., Arnoult, M. H., Vranken, L., & Grunert, K. G. (2024). *Why Trust is Crucial: The Moderating Role of Trust in the Relationship Between Motivation and Intention to Buy Healthy, Sustainable, and Novel Foods*. *Food Quality and Preference*, 112, 105386. <https://doi.org/10.1016/j.foodqual.2024.105386>

Academic Book Chapter

- Hieke, S., Gruber, H (2025). *Nudging for more sustainable and healthy food choices: a dual-processing approach with a time perspective*. In L. A. Reisch & R. W. Sunstein (Eds.), *The Elgar Companion to Consumer Behaviour and the Sustainable Development Goals* (pp. 191–204). Edward Elgar Publishing. <https://doi.org/10.4337/9781035325061.00022>

Further intellectual contribution

- Hieke, S. cited in Schröder, M. (2025, February 15). *Blind Boxes: Warum wir die Überraschung lieben – Psychologie und Hype*. RND.de. www.rnd.de/kultur/blind-boxes-warum-wir-die-ueberraschung-lieben-psychologie-und-hype-VSYTGXCX3MNGCVNBXMXUWISMDRQ.html

3.7.2 Business Valuation between Law and Economy

Business valuation serves both commercial and legal purposes – ranging from company acquisitions and sales to requirements in corporate, accounting, and tax law. Because valuation depends on financial flows shaped by economic and legal conditions, it is inherently interdisciplinary, combining economic analysis with legal frameworks.

This research examines how business developments influence valuation methodologies and assesses the economic implications of evolving legal requirements, aiming to enhance transparency and consistency in valuation practices.

3.7.3 Communication Management

Communication management involves coordinating interactions with all internal and external stakeholders and effectively capturing and sharing knowledge across the organization. As communication channels become increasingly digital and interconnected, engaging with external stakeholders – especially customers – has become essential to meeting expectations and fostering trust.

This research focuses on digital communication strategies, particularly approaches to interacting with smart customers. It also covers corporate communication, including public relations, crisis communication, corporate social responsibility, investor and media relations, and internal communication tools.

The rise of social media has transformed how companies and customers exchange information, evaluate brands, and form opinions. This research examines these shifts in consumer behavior and explores how organizations can adapt their communication strategies to succeed in an increasingly digital and participatory environment.

Academic Journals

- Sikorski, M. T., & Albrecht, A. (2025). *Trust in the Context of Intercultural Negotiations – A Systematic Review*. *Negotiation and Conflict Management Research*, 18(1), 1-41. <https://doi.org/10.34891/a0mc-jx98>



- Wagner, D., Richter, A., & Oertel, B. (2024). *Wie gesund ist meine Community? – Kennzahlen zur Erfolgsmessung von Online Communities*, *WiST – Wirtschaftswissenschaftliches Studium*.

Academic Conference Presentation

- Warren, C., Achen, R., Clavio, G., & Wagner, D. (2024, November 6-8). *Development and Validation of a Sport Brand Community Engagement Survey [Conference Presentation]*. *Annual Meeting of the Sport Marketing Association, St. Louis, USA*.

Practitioner Journal

- Wagner, D. (2024). *Like Wikipedia and Firefox, It's Time to Embrace the Opportunity of Community*. *I by IMD, December 2024, 31-34*.



Practitioner Book Chapter

- Wagner, D. (2025). *Community Centricity – ein neues Leitbild für Organisationen*. In T. Laub (Ed.), *Community. Menschen befähigen. Potenziale entfalten. Transformation gestalten. Vom Publikum zur erfolgreichen Community* (pp. 47–50) [Independently Published].

3.7.4 Supply Chain Management – Organizational Integration of the Purchasing Department

Research topic in collaboration with Prof. Neil Towers, University of Gloucestershire: The purchasing department has worked long and hard to be accepted as an equal functional department, next to finance, marketing and sales as well as research and development and manufacturing during the last 20-30 years. Nevertheless, changes in value creation are necessitating a critical look if the established organizational positioning of the purchasing function still makes sense today. In addition, differences in the complexity of purchased products along the supply chain also necessitate different organizational structures along the different tiers of the supply chain.


3.7.5 Further Intellectual Contributions on the Topic of People, Organization, Society

Academic Journal

- Fu, M., Schmalz, U., Tseng, K.-N., & Schmidkonz, C. (2025). *Factors Influencing Environmentally Friendly Air Travel: A Systematic, Mixed-Method Review*. *Economics*, 19(1), 20250160. <https://doi.org/10.1515/econ-2025-0160>

Other Intellectual Contributions

- Hieke, S. (2025, March 25). *Impact@MBS: Insights from the Latest Report and Inspirations for 2025*. *XChange@Lunch, Munich Business School*.
- Baldi, S. (2024, September 18). *AACSB & Beyond*. *XChange@Lunch, Munich Business School*.



This overview includes all publications as well as all intellectual contributions accepted for publication by Munich Business School faculty during the reporting period. Publications that appeared before the start or after the end of an employee's employment relationship are not listed here.

Unlike in chapter 3, the presentation here is not thematic but solely based on the type of publication or intellectual contribution.

4. OVERVIEW PUBLICATIONS 2024 – 2025

4.1 ACADEMIC JOURNALS

- Bartholomae, F., Nam, C. W., & Schoenberg, A. (2025). From Burden to Balance: The Role of Age and Education Level in the Distribution of Refugees in Europe. *EconPol Forum*, 26(1), 26-31.
- Brück, T., Garbe, D., Melcher, F., & Seif, H. (2025). Algen-basierte Carbonfaserkomposite – ein neuer CO2-speichernder Werkstoff für die Orthopädietechnik. *Orthopädie Technik*, 76(2), 2-7.
- Fu, M., Schmalz, U., Tseng, K.-N., & Schmidkonz, C. (2025). Factors Influencing Environmentally Friendly Air Travel: A Systematic, Mixed-Method Review. *Economics*, 19(1), 20250160. <https://doi.org/10.1515/econ-2025-0160>
- Weilage, Ch. (2025). Remote Onboarding of New Employees: A Four-Component Perspective of Welcoming. *International Journal of Organizational Analysis*. Advance online publication. <https://doi.org/10.1108/IJOA-09-2024-4843>
- Albrecht, A., Erlewein J., & Albrecht, E. (2025). Gesundheitskultur im Unternehmen. Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO), 56(3). <https://doi.org/10.1007/s11612-025-00826-z>
- Berisha, G., Govori, D., Lajçi, R., Sonta, M., & Röhm, T. (2024). Innovative Work Behavior of Intrapreneurs: A Matter of Belonging and Support? *European Journal of Innovation Management*. Advance online publication. <https://doi.org/10.1108/EJIM-05-2024-0540>
- Chochoiek, N., Rosendahl Huber, L., & Sloof, R. (2024). Optimism and Overconfidence of Strategic Decision Makers – Comparing Entrepreneurs and Managers with Employees. *Journal of Economics & Management Strategy*. <https://doi.org/10.1111/jems.12615>
- Genc, U., Hardaway, K., Landrum, N. E., & Mulrow, J. (2024). Emerging Concerns in Sustainability Reporting: Disclosure of Tertiary Effects in the Home Appliance Industry. *Cleaner and Responsible Consumption*, 15, 100235. <https://doi.org/10.1016/j.clrc.2024.100235>
- Macready, A. L., Hieke, S., Klimczuk-Kochańska, M., Szumiał, S., Wachter, K., Arnoult, M. H., Vranken, L., & Grunert, K. G. (2024). Why Trust is Crucial: The Moderating Role of Trust in the Relationship Between Motivation and Intention to Buy Healthy, Sustainable, and Novel Foods. *Food Quality and Preference*, 112, 105386. <https://doi.org/10.1016/j.foodqual.2024.105386>
- Köhler, L. J. E., Steinberg, U., Egorov, M., Peus, C., & Gollwitzer, M. (2025). Combining Moral Foundations and Justice Sensitivity Perspectives to Understand Political Orientation. *Social Psychology*. <https://doi.org/10.1027/1864-9335/a000579>
- Sikorski, M. T., & Albrecht, A. (2025). Trust in the Context of Intercultural Negotiations - A Systematic Review. *Negotiation and Conflict Management Research*, 18(1), 1-41. <https://doi.org/10.34891/a0mc-jx98>
- Weilage, Ch., Stumpfegger, E., & Maráz, G. (2025). Enhancing Cross-Cultural Skills Acquisition in Online Exchange Semester Programs. *Journal of Student Affairs Research and Practice*, 1–13. <https://doi.org/10.1080/19496591.2024.2436575>
- Wolf, B., Seif, H., & Kraft, P. (2025). Teaching Future Competencies Through Entrepreneurship: An Educator's Reflection and Learner's Perspectives. *Journal of Education for Business*, 100(2), 97-107. <https://doi.org/10.1080/08832323.2025.2466441>
- Alcaraz, J., Perdomo, I., Barrero, F., Weilage, Ch., Carrillo, V., & Hollander, R. (2024). Miss Rizos: Changing the World, One (Black) Curl at a Time? *The Case Journal*. <https://doi.org/10.1108/TCJ-04-2024-0086>
- Alcaraz, J. M., Shandler, K., Edwards, M., & Arevalo, J. A. (2024). Film-Making and Management Learning as (Multimodal) Design. *Academy of Management Learning & Education*, 23(1). <https://doi.org/10.5465/amle.2021.0426>

4.2 ACADEMIC BOOK CHAPTERS

- Hieke, S., Gruber, H (2025). Nudging for more sustainable and healthy food choices: a dual-processing approach with a time perspective. In L. A. Reisch & R. W. Sunstein (Eds.), *The Elgar Companion to Consumer Behaviour and the Sustainable Development Goals* (pp. 191–204). Edward Elgar Publishing. <https://doi.org/10.4337/9781035325061.00022>
- Albrecht, A. (2024). Shared Leadership. In I. Knappertsbusch & G. Wisskirchen (Eds.), *The Future of Work* (pp. 235–243). Springer. https://doi.org/10.1007/978-3-658-45150-9_29

4.3 ACADEMIC CONFERENCE PROCEEDINGS

- Ruoff, L., & Wagner, D. (2024). *Assessing the Implementation of Digital Transformation Strategies in the German Sport Industry: An Expert Study*. Proceedings of the 27th GeNeMe Conference (Communities in New Media).

4.4 ACADEMIC CONFERENCE PRESENTATIONS

- Albrecht, A. (2025, March 12-14). *Untersuchungen zum Stress und Aufbau von Resilienz zukünftiger Führungskräfte* [Conference Presentation]. 32. Jahrestagung der Deutschen Gesellschaft für Psychosomatische Medizin und Ärztliche Psychotherapie (DGPM), 75. Arbeitstagung des Deutschen Kollegiums für Psychosomatische Medizin.
- Bartholomae, F., Schoenberg, A., & Göschl, M.-L. (2024, November 15). *Mobile Working vs. Labor Mobility: Impact on Urban Development* [Conference Presentation]. 71st North American Meetings of the Regional Science Association International, New Orleans, USA.
- Schmidkonz, Ch. (2024, November 20). *Success Factor Happiness: A Model Course for Student Well-Being* [Conference Presentation]. Conference on Internationalisation of Education CZEDUCON 2024, Prague, Czech.
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