



**Munich Business School**

University of Applied Sciences



**RESEARCH REPORT**  
**ACADEMIC YEAR**  
**2022 – 2023** 

As of September 1, 2023



Munich Business School

Munich B



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## MBS CORE FACULTY



**Prof. Dr. Arnd Albrecht, MBA**

Professor for Human Resource 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. Katja M. Bubmann**

Professor for Accounting and Finance



**Prof. Dr. Gabriella Maráz**

Professor for Intercultural Management



**Prof. Dr. Nadine Chochoiek**

Professor for Innovation and Entrepreneurship



**Prof. Dr. Jack Nasher, M.Sc. (Oxford)**

Professor for Organization and Business Management



**Prof. Dr. Alexandra Hauser**

Professor for Responsible Leadership  
Vice Dean Learning and Teaching



**Prof. Dr. Thomas Röhm**

Professor for International Business and General Management  
Academic Director Master International Business (Spring Cohort)



**Prof. Dr. Sophie Hieke**

Professor for Marketing and Communication  
Academic Director Master International Marketing and Brand Management  
Impact Officer



**Prof. Dr. Hans Michael Rüdiger**

Professor for International Business and Supply Chain Management  
Academic Director MBA GM



**Prof. Dr. Johannes Hofinger, MBA, FRM**

Professor for Finance and Accounting



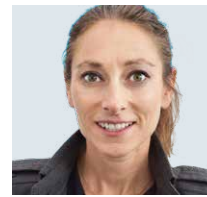
**Prof. Dr. Barbara Scheck**

Professor for Entrepreneurship



**Prof. Dr. Ellen Schmid**

Professor for Responsible Leadership (until November 30, 2021)



**Prof. Dr. Anne Tryba**

Professor for Innovation and Entrepreneurship  
Academic Director Master Innovation and Entrepreneurship (until November 30, 2021)



**Prof. Dr. Christian Schmidkonz**

Professor for International Business and Managerial Economics  
Academic Director Master International Business (Fall Cohort)



**Prof. Dr. David Wagner**

Professor for International Business / Digital Business  
Academic Director DBA  
Vice Dean, Research



**Prof. Dr. Heiko Seif**

Professor for International Management  
Academic Director Master Sports Business and Communication



**Prof. Dr. Christopher Weilage, MBA, IMBA**

Professor for International Business



**Prof. Dr. Eva Stumpfegger**

Professor for Finance



**Lic. Núria Xicota Tort**

Lecturer for Spanish

## MBS RESEARCH FELLOWS



**Gashaw Abeza, Ph.D.**

Associate Professor,  
Towson University, MD, USA



**Dr. Jose Alcaraz**

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



**Prof. Dr. Alexander Richter**

Professor of Information Systems  
Associate Dean (Professional Programs), Victoria University of Wellington, New Zealand



**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



**Dr. Wolfgang Spiess-Knafl**

CEO, European Center For Social Finance at MBS  
CEO, Next Generation Impact, Austria



# 1. RESEARCH CONCEPT OF MUNICH BUSINESS SCHOOL

The research concept of Munich Business School encompasses both the content orientation of research and the creation of the organizational framework for its implementation. Munich Business School aims to provide answers to practical questions of today and tomorrow in the field of internationally oriented business and social sciences through a focus on applied research and empirical studies. Therefore, management issues ranging from current topics (present orientation) to shaping future developments (future orientation) will be examined. While the consequences of current economic activities invariably lie in the future, business studies comparatively engage little with the concept of the future. Even in entrepreneurial practice, there is often an unexamined understanding of the future that does not sufficiently do justice to this complex phenomenon.

The following sections describe the content-, structural-, and personnel-related framework conditions for research at Munich Business School.



# 1.1 CONTENT-RELATED FRAMEWORK CONDITIONS

## 1.1.1 MBS Vision, Mission and Values

Munich Business School's vision, mission, and values are an expression of the school's self-perception. The underlying approach conveyed therein is substantively embedded in all degree programs and research areas.

### 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.

The shared core values of the university are described with the terms "innovative," "responsible," and "globally minded," and they interconnect with each other (see Figure 2). The vision and mission of the university are depicted in Figure 1.

A comprehensive outline of the university's mission statement can also 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. Retrieved from <https://www.munich-business-school.de/insights/en/2017/vision-mission-values/>

Figure 1: Vision and Mission of Munich Business School



Figure 2: Core Values of Munich Business School

## 1.1.2 MBS Code of Values and Conduct

Based on the self-perception expressed in the vision, mission and values of Munich Business School, a binding MBS Code of Values and Conduct has been developed. This Code of Conduct supports the endeavor to achieve the goals expressed in the vision and mission. The Guidelines for ensuring Good Scientific Practice are anchored and referenced here.



## 1.1.3 MBS Research Fields

The MBS research fields form the basis for research activities at Munich Business School and are continuously developed to meet the demands of executives in a constantly changing and internationalized business environment. The current research fields of MBS are depicted in the following diagram:



Figure 3: Research Fields of Munich Business School

The Research Fields of

- **Digital Transformation** and
- **International Business**

address the megatrends of digitization and globalization, as well as their impact on business administration and management. Both research fields represent a subject of research in themselves but also have an influence on all relevant areas of entrepreneurship.

Based on the university's vision and mission (see 1.1.1), the expertise and research interests of MBS's core faculty, and the potential for alignment with our teaching initiatives, research is particularly centered around the following Research Fields:

- **Leadership & Responsibility,**
- **Innovation & Entrepreneurship** and
- **Marketing & Communication.**

By focusing on these areas, the university actively contributes to practical research while also enhancing the competitiveness of its graduates.

A comprehensive description of each research field, along with related publications and research activities, is provided in Chapter 2. Within the framework of research freedom and the exploration of future research areas, there remains room for research activities that extend beyond the defined research fields (see Chapter 3 for further details).

The research fields feature both substantial intersections among themselves but also connect with other interfaces of the university's activities, such as teaching and professional development.

To align these interfaces effectively, they are subject to in-depth discussions within the research committee and are coordinated through "Faculty Roundtables". This approach enables the university to strategically harness synergies between research, teaching, and professional development.

### Interfaces between research fields

As interfaces between the research fields, the following examples can be mentioned:

- **International Business – Leadership & Responsibility:**  
In the international context, special demands are placed on corporate leadership, which are primarily examined in the research topics "International Family Businesses" and "Trans-Cultural Management".
- **Digital Transformation – Leadership & Responsibility:**  
A digitalized environment calls for innovative approaches to leadership as well as the consideration of ethical dilemmas ("New Leadership").
- **Marketing & Communication – Digital Transformation:**  
Digitalization poses new challenges for the marketing sector, while also opening up new possibilities. These are examined in research topics such as "Marketing of Innovations" and "Communication Management".
- **Innovation & Entrepreneurship – Leadership & Responsibility:**  
Social entrepreneurship combines business creation with social objectives. Relevant questions are addressed within the framework of work in the area of "Responsible Entrepreneurship".
- **Innovation & Entrepreneurship – Digital Transformation:**  
Digital transformation is a catalyst for innovation and presents numerous entrepreneurial opportunities, such as "Business Models for Industry 4.0" or "Connected Mobility".

These interfaces offer numerous opportunities for interdisciplinary interaction among the various research fields.

## Interfaces with teaching and other university activities

The following figure summarizes key interfaces between research areas, teaching, further education, research institutions, and event formats:

Research Field	Curricular Integration	Additional Connections (Continuing Education, Institutes, and Events)
International Business	<p><b>Study programs:</b></p> <ul style="list-style-type: none"> <li>Bachelor International Business (Bachelor IB)</li> <li>Master International Business (Master IB)</li> </ul>	<ul style="list-style-type: none"> <li>MBA Business Project</li> <li>Brezn &amp; Business Event</li> <li>Company Excursion BA and MBA</li> <li>Certificate courses:                             <ul style="list-style-type: none"> <li>Certified M&amp;A Manager</li> <li>Certified Strategy Manager</li> <li>Certified Reporting Professional</li> <li>Certified Business Data Scientist</li> </ul> </li> </ul>
	<p><b>Academic focus:</b></p> <ul style="list-style-type: none"> <li>Global Family Business and Wealth Management (Master IB)</li> </ul>	
	<p><b>Mandatory modules:</b></p> <ul style="list-style-type: none"> <li>International Business and Management I-III (Bachelor IB)</li> <li>International Business Development (Bachelor IB)</li> <li>International Focus (Choice of 6 different languages; Bachelor IB)</li> <li>International Focus (optional language; all Master's-programs)</li> <li>Internship abroad (Bachelor IB)</li> <li>International Business and Management (all Master's-programs)</li> <li>Semester abroad (Bachelor IB / Master IB)</li> <li>Europe in the World (DBA)</li> </ul>	
	<p><b>Electives:</b></p> <ul style="list-style-type: none"> <li>Intercultural Competencies (Bachelor IB)</li> <li>Elective Organizational Psychology (Bachelor IB)</li> <li>Elective International Trade (Bachelor IB)</li> <li>Elective Family Businesses (Bachelor IB)</li> <li>International Business Relations (Master IB)</li> <li>International Business Law (Master IB)</li> <li>Supply Chain Management (Master IB and MBA)</li> <li>Business in Germany (MBA)</li> <li>Global Management, incl. EMBA International Week (MBA)</li> <li>Business in Emerging Economies (MBA)</li> </ul>	



Research Field	Curricular Integration	Additional Connections (Continuing Education, Institutes, and Events)
Digital Transformation	<p><b>Academic focus:</b></p> <p>Product Lifecycle Management (Focus on Innovation), Customer Relationship Management, Supply Chain Management (Bachelor IB)</p> <p>Digital Business Management (Master IB)</p>	<p>MBA Business Project</p> <p>Start-up Event / Career Event with Start-ups</p> <p>Guest lectures by digitalization experts as part of lectures (across all programs, open to all students)</p> <p>Certificate courses:</p> <p>Certified Agile Project Manager</p> <p>Certified Business Data Scientist</p> <p>Certified Strategy Manager</p> <p>Chief Digital Officer</p>
	<p><b>Mandatory modules:</b></p> <p>Digital Competencies I-V: Spreadsheets, Data Analysis, Information Management, Online Security, Digital Ethics, Business Intelligence (Bachelor IB)</p>	
	<p><b>Mandatory elective modules/courses:</b></p> <p>New Media Management (Bachelor IB)</p> <p>New Mobility (Bachelor IB)</p> <p>Digital Business Models (Master IB)</p> <p>Technology Trends (Master IE &amp; Master IMBM)</p> <p>Supply Chain Management (MBA)</p>	
Marketing & Communication	<p><b>Study programs:</b></p> <p>Master Sports Business and Communication (Master SBC)</p> <p>Master International Marketing and Brand Management (Master IMBM)</p>	<p>Guest lectures by marketing experts as part of lectures (across all programs, open to all students)</p> <p>Brezn &amp; Business Event</p> <p>MBA Business Project</p> <p>Workshops with experts in data analytics, programmatic advertising, AI in relationship marketing, influencer management, social media communication and more</p>
	<p><b>Academic focus:</b></p> <p>Customer Relationship Management (Focus on Marketing &amp; Sales) (Bachelor IB)</p> <p>International Marketing (Master IB)</p> <p>Luxury Management (Master IB)</p>	
	<p><b>Mandatory module:</b></p> <p>Marketing Module in all programs</p>	
	<p><b>Mandatory elective modules/-courses:</b></p> <p>Negotiation techniques, Communication training (Bachelor IB)</p> <p>Luxury und Brand Management (Bachelor IB)</p> <p>New Media Management (Bachelor IB)</p> <p>Communication Management (Master IB)</p> <p>Communication in International Business (all Master's programs)</p> <p>Relationship Marketing (Master IB)</p> <p>Psychology of Marketing (Master IMBM, Master IB)</p> <p>Brand Storytelling (Master IMBM, Master IB)</p> <p>Marketing, Branding, and Sales of Innovation (Master IE)</p> <p>Strategic Marketing (MBA)</p>	

Research Field	Curricular Integration	Additional Connections (Continuing Education, Institutes, and Events)
<b>Innovation &amp; Entrepreneurship</b>	<b>Study programs</b> Master Innovation and Entrepreneurship (Master IE)	European Center for Social Finance Guest lectures by entrepreneurs, representatives of innovative companies, participants from the start-up ecosystem (Master IE)
	<b>Academic focus:</b> Product Lifecycle Management (Focus on Innovation) (Bachelor IB) International Entrepreneurship (Master IB) Innovation and Digital Business (Master IB)	Panel discussions with entrepreneurs among MBS Alumni (Start-up Spirit) (Master IE, open for all students) Start-up Project (Option 3 <sup>rd</sup> semester Master IE) Business Project (Master IE)
	<b>Mandatory modules:</b> 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)	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) Chief Digital Officer
	<b>Mandatory elective modules/courses:</b> Social Entrepreneurship (Master IE, MBA)	
<b>Leadership &amp; Responsibility</b>	<b>Study program:</b> MBA General Management	Women in Leadership (Workshops, Panel Discussions, Breakfasts) Mentor program "Female Leadership Lounge"
	<b>Academic focus:</b> International Human Resource Management and Leadership (Bachelor IB)	Brezn & Business Event MBA Business Project Company excursions MBA
	<b>Mandatory modules:</b> Social and Academic Skills (Bachelor IB) Social Project and Community Involvement (Bachelor IB) Business Ethics and Sustainable Business (Bachelor IB) Conscious Business (all Master's-programs) Business Ethics (all Master's-programs) Executive Skills and Responsible Leadership in a Global Context (all Master's-programs, MBA) Sports Business and Leadership (Master SBC) Leadership, Management and Organization Theory (DBA)	European Center for Social Finance Corporate programs for leadership development
	<b>Electives/Engagement:</b> Elective Success Factor Happiness (all Master's-programs) C-Suite Life (MBA) MBS Engagement Point System (Bachelor IB, all Master's-programs, MBA)	

Figure 4: Interfaces Between Research Fields

# 1.2 FRAMEWORK CONDITIONS RELATED TO STRUCTURE AND PERSONNEL

## 1.2.1 MBS Research Award

Since 2018, the **MBS Research Award** has been presented to acknowledge and honor outstanding research achievements. It gets presented during the semester's opening ceremony, with the recipient being awarded a budget of EUR 2,500. The recipient is free to utilize this grant for research purposes only within the current academic year. The selection process conducted by the Research Committee is based on a comprehensive set of criteria, evaluating individual research achievements from the previous academic year. In 2022, the award was jointly bestowed upon faculty members Professors Dr. Eva Stumpfegger and Dr. Chris Weilage. In 2023, Prof. Dr. David Wagner was selected as the recipient of the MBS Research Award.

>>> See the interviews with MBS Research Awards Winners of 2022: <https://www.munich-business-school.de/insights/en/2022/professors-in-the-spotlight-3-questions-for-research-awardees-prof-dr-eva-stumpfegger-and-prof-dr-christopher-weilage/> and 2023, Prof. Dr. Wagner: <https://www.munich-business-school.de/insights/en/2023/professor-in-the-spotlight-3-questions-for-prof-dr-david-wagner/>

The Guidelines for Workload Reduction allow members of the core faculty to temporarily reduce their teaching workload in favor of their current research projects.



## 1.2.3 Competence Center ECSF

Munich Business School is currently home to the European Center for Social Finance. The ECSF was established at the university in the fall of 2018. Its primary goal is to consolidate MBS's expertise in the fields of social entrepreneurship and social finance, and to provide a platform for applied research in these areas. Dr. Barbara Scheck, Professor of Entrepreneurship at MBS, and a renowned expert in the field of social entrepreneurship, is the Director of the European Center for Social Finance. The Center focuses on

## 1.2.2 Research Groups

With the establishment of the university's research fields, research teams were created, consisting of the following faculty members:

- **International Business:** Prof. Dr. Florian Bartholomae (chair), Prof. Dr. Arnd Albrecht, Prof. Dr. Johannes Hofinger, Prof. Dr. Thomas Röhm, Prof. Dr. Hans Michael Rüdiger, Prof. Dr. Christian Schmidkonz, Prof. Dr. Eva Stumpfegger, Prof. Dr. Christopher Weilage and Lic. Núria Xicota Tort as well as Prof. Dr. Marc-Michael Bergfeld (until August 31, 2021) and Prof. Dr. Markus Buchner (until February 28, 2022).
- **Digital Transformation:** Prof. Dr. Hans H. Jung (chair), Prof. Dr. Stefan Baldi, Prof. Dr. Florian Bartholomae, Prof. Dr. Sophie Hieke, Prof. Dr. Patricia Kraft, Prof. Dr. Christian Schmidkonz, Prof. Dr. Heiko Seif and Prof. Dr. David Wagner.
- **Marketing & Communication:** Prof. Dr. Sophie Hieke (chair), Prof. Dr. Hans H. Jung, Prof. Dr. Patricia Kraft, Prof. Dr. Gabriella Maráz, Prof. Dr. Jack Nasher and Prof. Dr. David Wagner as well as Prof. Dr. Alexander Hahn (until September 30, 2018).
- **Innovation & Entrepreneurship:** Prof. Dr. Heiko Seif (Co-chair), Prof. Dr. Barbara Scheck (Co-chair), Prof. Dr. Nadine Chochoiek, Prof. Dr. Patricia Kraft, Prof. Dr. Thomas Röhm as well as Prof. Dr. Marc-Michael Bergfeld (until August 31, 2021), Prof. Dr. Alexander Hahn (until September 30, 2018) and Prof. Dr. Anne Tryba (until January 1, 2023).
- **Leadership & Responsibility:** Prof. Dr. Arnd Albrecht (chair), Prof. Dr. Katja Bubmann, Prof. Dr. Alexandra Hauser, Prof. Dr. Patricia Kraft, Prof. Dr. Hans Michael Rüdiger, Prof. Dr. Barbara Scheck, Prof. Dr. Christian Schmidkonz as well as Dr. José M. Alcaraz (until May 31, 2020), Prof. Dr. Marc-Michael Bergfeld (until August 31, 2021), Prof. Dr. Alexander Hahn (until September 30, 2018), Prof. Dr. Ellen Schmid (until November 30, 2021), Prof. Dr. Gottfried Schäffner (until August 31, 2020) and Prof. Dr. Wolfgang Zirus (until August 31, 2021).


Members of the respective research groups not only align their research interests within the research fields but also actively collaborate on joint research projects and publications, with collaborations being generally encouraged.




## 1.2.4 Third-Party Funded Projects

During the reporting period, the following third-party projects were carried out with institutional involvement from the university:


- **Conscious Business Education (CBE)** Funded by Erasmus+ with a total project budget of nearly EUR 300,000 the Conscious Business Education (CBE) project is led and coordinated by Munich Business School. Its objective is to develop a curriculum on Conscious Business for both Bachelor's and Master's programs, as well as for the Executive Education sector. MBS collaborates on this initiative with Julius-Maximilians-Universität Würzburg (Germany), UPF Barcelona School of Management (Spain), Palacký University Olomouc (Poland), Nova School of Business and Economics (Portugal), the Impact Centre Erasmus (Netherlands), and PIMEC (Catalonia's Association of Small and Medium-sized Enterprises, Spain) (see 2.5.4). The project runs from January 2022 to September 2024.



**CONSCIOUS BUSINESS EDUCATION**
- **Empowering Adult Survivors of domestic violence through Entrepreneurship (EASE)** Funded by Erasmus+ with a total project budget of approximately EUR 380,000 the EASE research project is led and coordinated by Munich Business School. It aims to support women affected by domestic violence in their recovery and professional reintegration through training and mentoring programs in the field of entrepreneurship. For universities, this is an opportunity to expand their curricula and provide new educational pathways for adults who have already left higher education or the education sector. Partner institutions include the Institute de Preparation a l'Administration et a la Gestion (France), the University of New York in Prague, s.r.o. (Czech Republic), the ThinkYoung think tank (Belgium), and the NGOs Led by HER (France) and Fondatsiya Bulgarski Tsentar za Gender Izvedvaniya (Bulgaria) (see 3.4.2). The project runs from January 2022 to December 2024.



**EASE**  
Empowering Adult Survivors of domestic violence through Entrepreneurship
- **Social-X-Change (SXC)** Funded by Erasmus+ with a total budget of almost EUR 400,000 the Social-X-Change research project aims to promote the internationalization of teaching and learning on the topic of social entrepreneurship at universities by establishing a network of centers for social innovation and social entrepreneurship. The research focuses mainly on social impact measurement, impact investing and the legal framework for social enterprises as well as impact-oriented enterprises. In this international cooperation, MBS collaborates with ESSEC Business School (France), TED University (Turkey), Universitat Ramon Llull Fundacio (Spain) and the Impact Hub (Austria) (see 2.4.2). The project runs from September 2022 to August 2025.



**SOCIAL-X-CHANGE**

- **Women Entrepreneurs in the Maghreb (WEMag)** Funded by Erasmus+ with a total project budget of EUR 732,000 this research project aims to increase entrepreneurial activities among female students and graduates of Maghreb universities by collectively building knowledge and finding solutions to (gender-specific) challenges. Collaborative partners include IPAG Business School (France) and VIVES University College (Belgium), as well as the Maghreb universities of Sousse, Gafsa, Hassan 1, and Abdellah (see 2.4.2). The project runs from January 2021 to January 2024.



**WEMAG**

- **YES! Young Entrepreneurs Succeed** (formerly known as: Scaling Trust-Based Partnership Models To Recharge Youth Entrepreneurship) Funded by the European Economic Area Grant, with a total project budget of more than EUR 2,7 Mio., the project addresses the issue of many young people in many regions of Europe facing difficulties when trying to start and successfully run a business. The research project "Young Entrepreneurs Succeed" (YES!) aims to explore the most effective initiatives to support young entrepreneurs and the young unemployed as they enter the labour market, with target groups from Greece, Poland, Italy and Spain. Its long-term project objective is to develop a transnational, sustainable, replicable, and scalable set of support methods aimed at finding the best ways to provide support. Originally, the project ran from October 2018 to September 2021 but was extended until March 31, 2022, due to the pandemic. The project has received further funding with an extension until the end of 2023 (see 2.4.2)



### Completed research projects are:

- **Technical Assistance for Social Finance Providers (EaSI)** Funded by the European Commission, DG Employment, Social Affairs, and Inclusion, the project ran from February 2019 to October 2022. The European Commission has recognized the innovation potential of social enterprises and their positive impact on the economy and society as a whole. Therefore, they initiated several initiatives to support the development of the financial sector for European social enterprises. The university was tasked with providing assistance in building the necessary capacities through the European Center for Social Finance (see 2.4.2)
- **EXIST-Potenziale Munich Business School – Hochschule für Gesellschaftsunternehmer / University for Social Entrepreneurs** Funded by the Federal Ministry for Economic Affairs and Energy (BMWi), the project ran from March 2019 to August 2019.

In addition, individual professors are involved in third-party projects that are not institutionally affiliated with the university. For example, Prof. Dr. Heiko Seif is part of the research project Elysi1 (see 2.4.1) and the collaborative projects INLUMIA and SORISMA (see for both 2.2.2).



## 1.2.5 DBA Study Program

Since the winter semester of 2014/15, Munich Business School has been partnering with Sheffield Hallam University (SHU) in the Doctor of Business Administration (DBA) program. Due to Brexit regulations, MBS now only conducts the first phase of the program (Teaching Phase in year one and two), during which doctoral candidates work on various tasks, including the development of their research proposals. Once they successfully complete the first phase and SHU approves their proposals, the doctoral candidates transfer to SHU for the Research Phase (years three and four). MBS provides a supervisor for support during the Research Phase. As of the given date, a total of 79 students are currently enrolled in the DBA program.

During the reporting period, the following students from the DBA program successfully defended their doctoral dissertations (in alphabetical order):

*Bornschein, J. (2021). Business Succession and its Impact on Change Management in Family Businesses. DBA Thesis, Sheffield Hallam University, UK.*

*Chamberlain, Ch. (2019). Explorative Study of HRM Integration within DAX30 German Automotive Manufacturer. DBA Thesis, Sheffield Hallam University, UK.*

*Dembski, D. (2022). Innovating Innovation Management in the Medical Device SME Sector Through Competition. DBA Thesis, Sheffield Hallam University, UK.*

*Dereyermaeker, T. (2021). Environmental Sustainability and Reshoring in the Automotive Industry. Multiple Cases Study. DBA Thesis, Sheffield Hallam University, UK.*

*Filatov, G. (2021). Home-Bias in Online Fundraising: An Analysis of International Reward-Based Crowdfunding. DBA Thesis, Sheffield Hallam University, UK.*

*Hahn, M.-K. (2022). How Leadership Behaviours Impact Employee Engagement – A Case Study Approach. DBA Thesis, Sheffield Hallam University, UK.*

*Hofinger, J. (2021). Enhancing Risk Management and Transparency through Disclosure in Banks and FinTechs. DBA Thesis, Sheffield Hallam University, UK.*

*Kaltenbach, R. (2020). Transformation of German Information Technology Sales Ecosystems during the Course of Digitalisation. DBA Thesis, Sheffield Hallam University, UK.*

*Klipan, H. (2023). Leading with Love: An Exploration of Agapé in Leadership. DBA Thesis, Sheffield Hallam University, UK.*

*Müller, A. (2020). Revisiting Image Theory: Decision Styles, Temptations and Image Theory's Compatibility Test. DBA Thesis, Sheffield Hallam University, UK.*

*Krause, T. (2023). Optimizing Manufacturing Business Model Designs using AI-based Simulation Services for Siemens Energy. DBA Thesis, Sheffield Hallam University, UK.*

*Leverenz, B. (2023). Cultural Intelligence and Social Capital: Investigating Expatriates' Working Relationships in Malaysia. DBA Thesis, Sheffield Hallam University, UK.*

*Martin, A. (2023). Enhancing Business-to-Business Relationship Value Using Service Digitalization – Opportunities and Challenges. DBA Thesis, Sheffield Hallam University, UK.*

*Müller, A. (2020). Revisiting Image Theory: Decision Styles, Temptations and Image Theory's Compatibility Test. DBA Thesis, Sheffield Hallam University, UK.*

*Sela, O. (2022). Examining Athletes' Leadership Skills Development and Transfer Experiences from Sport into Business. DBA Thesis, Sheffield Hallam University, UK.*

*Soesilowati, J. (2023). The Meaning of Leadership in a Semiconductor Industry. DBA Thesis, Sheffield Hallam University, UK.*

*Vidovic, N. (2019). From Burnout to Resilience – Managing the Transition in German Enterprises. DBA Thesis, Sheffield Hallam University, UK.*

*Widauer, J. (2021). Talent and Identity: A Hermeneutic Exploration of Employee Perspectives. DBA Thesis, Sheffield Hallam University, UK.*

The aim is to primarily supervise dissertation topics within the research fields of the university. The currently pursued topics are listed under their respective research fields."

>>> The annual MBS Doctoral Conference took place in May, for a recap see <https://www.munich-business-school.de/insights/en/2023/4th-mbs-doctoral-conference-insight-into-ongoing-and-completed-research-by-dba-candidates-of-munich-business-school/>

## 1.2.6 Dissertations

During the reporting period, one research associate successfully completed her doctoral dissertation:

*Kittelmann, F. (2022). Students' Competency Development during Study Abroad: A Critical Incident Analysis. Dissertation, Ludwig-Maximilians-Universität München, Germany.*

During the reporting period, the following employees pursued a doctoral project with the support of the university:

*Krähhahn, L. (planned). Customer Satisfaction: Measuring and Evaluating the Perception and Expectations. DBA Thesis, Sheffield Hallam University, UK (Supervisor: P. Kraft, Munich Business School; J. Gorst, Sheffield Hallam University).*

*Krettek, N. (planned). Die Rolle der Frauen an der Seite der polnischen Könige im Spätmittelalter (Supervisor: Claudia Märkl, Ludwig-Maximilians-Universität München).*

*Parola, G. (planned). Explaining and Linking Institutional Trust to Job Search Self-Efficacy: A Comparative Cross-Sectional Study. (Supervisor: J. Thaler, University of the Bundeswehr Munich; B. Scheck, Munich Business School).*

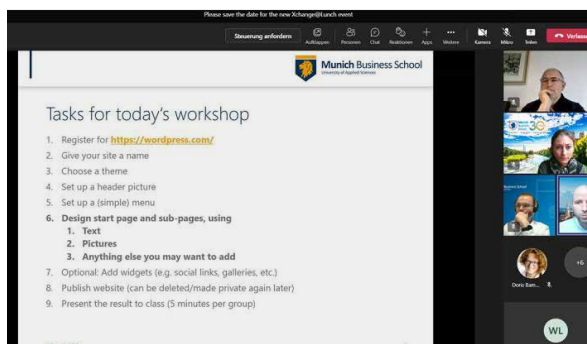


Dr. Giulia Parola successfully defended her PhD thesis at the University of the Bundeswehr Munich, Neubiberg after the reporting period.

## 1.2.7 Research-related Events

To enhance research performance, the university continued to organize a series of internal research-related events. These events aim to foster connections among our faculty members, actively involve them in the university's research strategy and related initiatives, provide updates on ongoing research projects, explore potential collaborations, and acknowledge outstanding research achievements.

>>> See for the new event serie's kick-off: [https://www.linkedin.com/posts/munich-business-school\\_mbs-businessschool-innovative-activity-7000816471538810880-5x6w/?originalSubdomain=de](https://www.linkedin.com/posts/munich-business-school_mbs-businessschool-innovative-activity-7000816471538810880-5x6w/?originalSubdomain=de) and [https://www.linkedin.com/posts/munich-business-school\\_mbs-businessschool-innovative-activity-7008806945339883520-MGVc/?originalSubdomain=de](https://www.linkedin.com/posts/munich-business-school_mbs-businessschool-innovative-activity-7008806945339883520-MGVc/?originalSubdomain=de)



### Regular Internal Events

- **Faculty Roundtables:** Faculty Roundtables are regularly scheduled, occurring once or twice per semester, and attendance is mandatory for all members of core faculty. During these meetings, essential information is disseminated, and topics crucial to teaching and research are discussed. A substantial portion of these gatherings is dedicated to reporting on the Research Committee's activities and updates on research performance.
- **MBS Researchathon:** After the COVID-19 restrictions in 2021/22 led to a condensed event format, the MBS Researchathon 2023 was able to return to its original full-day format at Microsoft's facilities. The event focused on the theme of "Sustainability Transitions in Business." Participants collaborated in a research idea marathon and engaged in in-depth discussions and knowledge sharing.
- **MBS Doctoral Conference:** For the first time since its inception, the participants of the 4<sup>th</sup> MBS Doctoral Conference came together in a hybrid event on May 12, 2023, following several years of exclusively virtual gatherings. The DBA students presenting their research findings had the opportunity to engage in discussions with an expert audience, including MBS faculty, alumni, and their supervisors from both MBS and SHU. Those attending the event in person also had the chance to





network and foster connections. Keynote speakers were DBA alumnus Dr. Dirk Dembski and Dr. Martin Mocker, Professor of Information Systems at ESB Business School, Reutlingen University, who also serves as an Academic Research Fellow at the MIT Sloan Center for Information Systems Research (CISR) and is a Senior Editor for MISQE.



- **Xchange@Lunch** Since 2017, Munich Business School has hosted a research-related event format in which faculty members, research associates, and MBS Research Fellows present their current research activities in a relaxed atmosphere during a shared lunch. Initially known as Brown Bag Seminars and later renamed Science@Lunch Seminars, they have been held in a hybrid format since the onset of the COVID-19 pandemic.



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*Xchange@Lunch*



In the fall semester of 2022/23, the format underwent a comprehensive revamp and was merged with the existing event series MBS Lunch Talks to the new Xchange@Lunch format. Expanded to cover topics related to teaching, continuing education, and the intersection of research and teaching, the events now also invite adjunct faculty as speakers. Depending on the topic, students are also welcome to attend the presentations. These events offer an improved platform for networking and exchanging insights into ongoing research activities. During the reporting period, members of the core faculty, research associates and MBS Research Fellows participated as speakers, e.g. professors Dr. David Wagner, Dr. Chris Weilage with Dr. Gabriella Maráz, Dr. Anne Tryba with Dr. Patricia Kraft, Dr. Christian Schmidkonz, Dr. Sophie Hieke, and also the research associates Dr. Friederike Kittelmann as well as MBS Research Fellow Dr. Jose Alcaraz.

### Continuing Education in Research

- **Internal Workshops** on the topic of "PRJ-Publications" were held as part of the MBS Lunch Talks, with member of MBS core faculty, research associates, adjunct faculty, and interested

administrative staff as participants: In November 2021, Professors Dr. Kraft, Dr. Schmidkonz, and Dr. Wagner talked about "Publishing from Dissertations." In June 2022, research associate Giulia Parola conducted two sessions on "How to successfully publish journal articles – the Copenhagen Business School's view." In 2020, adjunct professor Prof. Dr. habil. Christine Vallaster offered a four-part MBS workshop series titled "How to publish in a ranked journal," and in 2018, Prof. Dr. Alexander Hahn conducted an in-house workshop on "How to Publish in Peer-reviewed Journals."

- **Open MBS Workshop** "Teaching Effective Cases": In 2019, Munich Business School hosted the Open Workshops by the Case Centre, UK, on the topics of "Successful Case Teaching" and "Writing Effective Cases," with MBS professors and lecturers also participating.
- **MBS Workshop** "Teaching Effective Cases": In collaboration with the Case Centre (UK), MBS hosted a workshop in late 2018 focusing on specific aspects of using case studies in academic teaching.

### Public Events

- **MBS Hackathon Predictive Maintenance:** In 2018, Professor Dr. Hans H. Jung led a "Hackathon" workshop where participants gained insights into Predictive Maintenance through real-world examples and hands-on learning methods.
- **Workshop E-Business (WeB)** as part of ICIS: Held in conjunction with the International Conference on Information Systems (ICIS). The WeB workshop, an annual one-day conference on E-Business and E-Commerce, was held on the topic of "Smart Business: Technology and Data-Driven Innovative Business Models and Practices" and hosted by MBS in December 2019.

## 1.2.8 Publications by the University

The university presents and discusses research results with an interested (expert) audience through two established publication formats:



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*MBS Research*

*The **MBS Working Papers** (ISSN 2367-3839) feature contributions from professors, often in collaboration with students or researchers from other universities. These papers introduce and delve into promising research approaches. Additionally, since late 2020, the new MBS Working Paper series "Outstanding Thesis" has been dedicated to publishing exceptional thesis works.*

*The **MBS Business Blog** regularly addresses current research and key themes from the university. At <http://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.*

## 1.2.9 MBS Research Fellows

In 2020, the MBS Research Fellowship was newly established to promote the networking of Munich Business School with research-oriented individuals. The first four Research Fellows appointed were 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), and Prof. Dr. Alexander Richter (Victoria University of Wellington). In September 2022, the Senate approved the appointment of Dr. Gashaw Abeza (Towson University). All fellows were selected due to their research interests aligning with MBS research fields, also because of their ongoing collaborations with the university on teaching and research projects.

The following contributions were developed in affiliation with MBS or in collaboration with members of the MBS faculty and research staff:

### Academic Journals

Parola, G., Spiess-Knafl, W., Thaler, J. (2022). *The Butterfly Effect: How Academics' and Practitioners' Micro-practices Shape Turning Points in Response to Paradox*. *Academy of Management Learning & Education*. <https://doi.org/10.5465/amle.2021.0235>

Alcaraz, J., Tirado, F., & Gálvez, A. (2021). *Dark Times for Cosmopolitanism? An Ethical Framework to Address Private Agri-Food Governance and Planetary Stewardship*. *Business Ethics, the Environment & Responsibility*. <https://doi.org/10.1111/beer.12362>

### Academic Book Chapter

Matz, L., Abeza, G., & Wagner, D. (2022). *COVID-19 and the Bundesliga: A Study of Digital Fan Engagement Strategies in Professional Soccer*. In Pedersen, P. M. (Ed.). *Research Handbook on Sport and COVID-19*. (pp. 301 - 312). Edward Elgar. (<https://www.e-elgar.com/shop/gbp/research-handbook-on-sport-and-covid-19-9781802207569.html>)

### Academic Conference Presentations

Gashaw, A., Achen, R., Cianfrone, B., Frederick, E., Mamo, Y., O'Reilly, N., Sanderson, J., Su, Y., & Wagner, D. (2022). *Social Media as an Agent of Change in Sport*. Panel presented at the North American Society for Sport Management (NASSM) Annual Conference, Atlanta, GA.

Parola, G., Spiess-Knafl, W. (2020, February 5). *Putting a man in the labour market: Academic-practitioner collaborations in career management*. *Kolloquium des Forschungsschwerpunkts Management öffentlicher Aufgaben, Universität der Bundeswehr München, Neubiberg, Deutschland*.

Tykhooloz, Y., Wagner, D., Richter, A. (2020). *Use Cases of Enterprise Social Software in Consulting: A Practice Perspective*. In *Communities in New Media. Research on Knowledge Communities in Science, Business, Education & Public Administration: Proceedings of the 23<sup>rd</sup> GeNeMe Conference (GeNeMe '20)*. 342-352.

### Working Papers/Reports

Haarich, S., Holstein, F., Spule, S., Galera, G., Franchini, B., Borzaga, C., Chiomento, S., Spiess-Knafl, W., Scheck, B., Salvatori, G. (2020). *Impact of the European Commission's Social Business Initiative (SBI) and its Follow-up Actions. Study for DG Employment, Social Affairs and Inclusion, European Commission*.

Scheck, B., Spiess-Knafl, W. (2020). *Impact Investing in the Framework of Business and Human Rights*. Working Paper, European Union, Policy Department, Directorate-General for External Policies. <https://doi.org/10.2861/47607>

Spiess-Knafl, W., Scheck, B. (2020). *Social Enterprise Finance Market. Analysis and Recommendations for Delivery Options*. Brussels. European Commission, Directorate-General for Employment, Social Affairs and Inclusion. <https://doi.org/10.2767/238479>

### Practitioner Meeting Presentation

Reich, S., Scheck, B., Spiess-Knafl, W. (2021, June 9). *Social Impact im Asset Management*. WM Online-Seminar.

### Internet/Blog Contributions

Scheck, B., & Spiess-Knafl, W. (2018, June 5). *Wirkung von Stiftungen: Eine multidimensionale Betrachtung*. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/2018/wirkung-stiftungen/>

### Other Intellectual Contributions

Alcaraz, J. B. (2023, May 26). *Academic writing and your life ahead: Why you are NOT condemned to loneliness, horrible distractions and the usually boring scholarly style that (almost) everybody blindly follows*. Xchange@Lunch, Munich Business School.

Alcaraz, J. (2022, October 27). *Digital Storytelling: How can students learn from filming their own videos? A Research on Teaching and Learning accross 3 continents*. Science@Lunch, Munich Business School, Munich, Germany.

Richter, A. (2021, May 12). *How COVID-19 changed the way we work*. Science@Lunch, Munich Business School, Munich, Germany.

# 2. RESEARCH FIELDS OF MUNICH BUSINESS SCHOOL



In the following, the five central Research Fields of the university are presented. For this purpose, a description of each research area is given, including the overarching research goals. Furthermore, the relation to the university's Vision and Mission is established. The central research topics within the research field are then identified. These are supported by associated research projects or activities, to which the relevant publications are assigned. All publications and intellectual contributions during the reporting period are listed. This includes accepted and submitted publications that are in the formal review process. In the case of long-term projects, relevant contributions made by the scientists involved prior to the reporting period are also listed.

## 2.1 RESEARCH FIELD INTERNATIONAL BUSINESS

Involved: Prof. Dr. Florian Bartholomae (chair), Prof. Dr. Arnd Albrecht, Prof. Dr. Johannes Hofinger, Prof. Dr. Thomas Röhm, Prof. Dr. Hans Michael Rüdiger, Prof. Dr. Christian Schmidkonz, Prof. Dr. Eva Stumpfegger, Prof. Dr. Christopher Weilage, Lic. Núria Xicota Tort und Prof. Dr. Marc-Michael Bergfeld (until August 31, 2021) and Prof. Dr. Markus Buchner (until 28. February 28, 2022).

### Description

As the global economy grows ever closer together, international business is no longer limited to manufacturing or selling products abroad, but also seeks to understand trends and developments abroad and to learn best practices. In addition, there is a growing focus on collaboration with foreign companies, the internationalization of corporate functions, and how to integrate international employees into the corporate culture. This is even more important in the context of family-owned businesses, since entrepreneurial families must position, manage and change their companies in an international context, and they do this largely with their own capital. From a German perspective, it is particularly interesting to see how these issues are addressed and solved in the SME sector – the backbone of the economy. Today, international business is a very broad field of research that brings together relevant topics from management, marketing, finance, economics, accounting, culture, and other trends. As consumer needs continue to converge, companies need to know how to reach consumers, how to optimize their own value chain, what the tax implications are, how politics and corporate culture influence actions, and how location factors affect their business success.

The increasing internationalization of markets on the one hand, and the growing importance of not neglecting regional specifics (“glocalization”) on the other hand, pose major challenges to global business activities, which is why continuous research and knowledge acquisition are indispensable to understand, appreciate and master the associated complexity. Few areas are as affected by change, rapid developments and increasing interdependencies as “International Business”, which is why successful strategies can only be developed and the future actively shaped by understanding fundamental interrelationships.

### Research Objectives

The Munich Business School has defined several key areas of research in the field of International Business. MBS pursues these goals:

- Conceptualize the **internationalization of family businesses** and their entry strategies into international markets and elaborate them in case studies.
- Better analyze **developments and trends in international markets**, especially economic developments and market trends in Greater China.
- Take a closer look at **cross-cultural management** and identify critical success factors, especially how millennials might influence success factors in the global marketplace.

- Identify and analyze **location factors** that are critical for regions and companies to compete internationally.
- Examine **supply chain management** more closely, both in terms of non-compliant purchasing behavior, the organizational integration of purchasing, and the environmental sustainability of purchasing systems.
- Contribute to the development of **international financial and sustainability reporting and disclosure**.

### Relevance to the MBS Vision and Mission

An essential element of Munich Business School’s mission is to remain open-minded. Open-mindedness is a key element of the school’s mission statement, as is the need for in-depth study of international influences on people, companies and other countries. Every year many international students come to Munich Business School to gain a new perspective, to communicate, to learn and to gain new experiences with people from other cultures (cosmopolitan living). Through this collaboration, new ideas and different perspectives emerge, which in turn influence two other parts of the MBS mission statement: Think innovatively and act responsibly.

### Research Topics

The following main research topics are addressed in the research field of International Business:

1. **Economic Development and Market in China, Taiwan and East Asia** (see 2.1.1)
2. **Location factors in international competition** (see 2.1.2)
3. **Supply chain management** (see 2.1.3)
4. **Cross-cultural Management** (see 2.1.4)
5. **International Financial and Sustainability Reporting and Disclosure** (see 2.1.5)
6. **Business Valuation between Law and Economy** (see 2.1.6)
7. **International Family Businesses** (see 2.1.7)



## 2.1.1 Economic Development and Market in China, Taiwan and East Asia

**Involved: Prof. Dr. Christian Schmidkonz**

The “Middle Kingdom” has undergone a dramatic economic and social transformation since the opening of the People’s Republic of China in 1978 and is constantly facing new challenges. Not only the People’s Republic of China, but also Taiwan, Hong Kong and other East Asian countries have played a central role in globalization in recent decades.

Against the backdrop of long-term megatrends in the development of this region, current issues are regularly examined. These include the development of the Internet and the role of e-commerce, as well as strategic policy measures that guide the countries’ economic development, such as innovation initiatives and chip development. Socio-economic issues are also examined, as well as changes in interdependencies with a global reach.

In recent months the general interest about the role of Taiwan’s chip production in the global economy increased tremendously. More and more organizations and companies are therefore interested in the origins of the Taiwanese “Wirtschaftswunder” in the field of semiconductors and what increasingly hostile actions towards Taiwan by the Chinese military means for the stability of supply chains and the global economy.

Research in and about the People’s Republic of China has been severely hampered since the beginning of the Corona pandemic. From 2020, reciprocal visits or even research stays are no longer possible or only possible with disproportionate effort. In addition, the policies of the Chinese Communist Party are increasingly raising ethical questions and challenging research opportunities.

### **Practitioner Journals**

Riedmeier, J., & Schmidkonz, Ch. (2021). *Luxushopping: aufstrebende Konsumenten verstehen*. *ChinaContact* 02/2021, 34-37.

Schmidkonz, Ch. (2018). *Geld alleine macht auch in China nicht glücklich*. *ChinaContact*, 03-04/2018, 54-56.

Schmidkonz, Ch. (2018). *Jörg Endriss und Sonja Maass: China-kinder – Moderne Rebellen in einer alten Welt. Rezension. ASIEN*, 148, 104-105.

## 2.1.2 Location Factors in International Competition

**Involved: Prof. Dr. Florian Bartholomae**

In an increasingly globalized and interconnected world, where companies can produce and invest almost anywhere, the competition between regions becomes more and more severe. While companies must compete based on unique selling propositions and innovative products, regions compete for companies, jobs, and investment based on location factors. Economically important location factors in international competition are, for example, a well-developed infrastructure, the existence of and/or access to (relevant) markets, the (sustainable) availability of qualified specialists, an open and liberal environment, and political stability.

### **Academic Journals**

Bartholomae, F. W., & Nam, C. W. (2023). *A Critical Discussion on the Reasons and Impacts of International Decoupling*. *Intereconomics*, 58(2), 92-95. <https://doi.org/10.2478/ie-2023-0019>

Bartholomae, F. W., Nam, C. W., & Rafih, P. (2022). *Wahlerfolg der AfD und die Flüchtlingskrise: Spielen regionale Disparitäten eine Rolle? Wirtschaftsdienst*, 102(11), 891-897. <https://doi.org/10.1007/s10273-022-3314-1>

Bartholomae, F. W., & Stumpfegger, E. (2021). *Government Interventions during the Coronavirus Pandemic – A Critical Consideration*. *CESifo Forum*, 22 (5), 37-42.

Bartholomae, F., & Schoenberg, A. (2019). *Two Shades of Urban Shrinkage: Innovation and Economic Structure in Cities with a Declining Population*. *CESifo Forum*, 20 (3), 15-19.

### Academic Conference Presentations

Bartholomae, F. W. (2022, August 22). *Determinants of Innovation in Shrinking Cities*. ERSA (European Regional Science Association) Web Conference, August 22, 2022.

Schoenberg, A., Bartholomae, F. W. (2020, August 25). *Two Shades of Urban Shrinkage: Innovation and Economic Structure in Cities with a Declining Population*. ERSA (European Regional Science Association) Web Conference 2020, August 25-27, 2020.

Bartholomae, F. W. (2019, November 16). *Two Shades of Urban Shrinkage: Innovation and Economic Structure in Cities with Declining Population*. 66<sup>th</sup> Annual North American Meeting of the Regional Science Association International, Pittsburgh, Pennsylvania, USA.

Bartholomae, F. W. (2018, November 9). *Urban Resurgence as a Consumer City: A Case Study for Weimar in Eastern Germany*. 65<sup>th</sup> Annual North American Meeting of the Regional Science Association International, November 7-10, 2018, San Antonio, Texas, USA.

### Working Paper/Report

Bartholomae, F., Nam, C. W., & Rafih, P. (2020). *The Impact of Welfare Chauvinism on the Results of Right-Wing Populist Voting in Germany after the Refugee Crisis*. CESifo Working Paper No. 8629.

### Other Intellectual Contribution

Stumpfegger, E. (2019, February 27). *Brexit und Finanzdienstleistungen*. Brown Bag Seminar, Munich Business School, Munich, Germany

## 2.1.3 Supply Chain Management

Involved: Prof. Dr. Hans Michael Rüdiger

### Supply Chain Management – Non-Compliant Purchasing Behaviour

Research topic: “Non-Compliant Purchasing Behaviour in the Bavarian Manufacturing Sector – exploring issues of organisational maturity, alignment and information asymmetry”.

It is generally assumed that a company’s purchasing department is responsible for making all purchasing decisions related to required production inputs. This includes, but is not limited to the selection of suppliers, negotiation of contracts and agreements about delivery schedules and quantities. Many publications over the last 20-30 years also stress the strategic importance of purchasing for corporate success by reducing purchasing prices, risks and availability fluctuations of production materials. Nevertheless, current analyses show that purchasing departments in most companies are often responsible for less than 50% of purchasing volumes. This research topic explores the reasons behind this phenomenon and makes concrete management recommendations how companies should handle the issue of noncompliance in purchasing.

### Academic Book

Rüdiger, H. M. (2019). *Noncompliant Purchasing Behaviour in the Bavarian Manufacturing Sector – exploring issues of organisational maturity, alignment and information asymmetry*. University of Gloucestershire. E-Dissertation.

### 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.

### Supply Chain Management – Ecologic Sustainability of Purchasing Systems

Research topic: The past decade has seen an enormous increase in the significance that consumers, politics and indeed corporate leadership place in issues of sustainability and the “greening” of supply chains. While there are some great examples of successful initiatives in achieving a higher level of sustainability, many more examples can be found that demonstrate an inadequate understanding of the complex interactions in supply chains, which in turn render a high percentage of sustainability efforts useless or even harmful. The research focuses on how a higher level of sustainability can be achieved by promoting an understanding of often indirect supply chain links in the manufacturing and transportation sectors.

## 2.1.4 Cross-cultural Management

Involved: Prof. Dr. Arnd Albrecht, Prof. Dr. Christopher Weilage, Prof. Dr. Gabriella Maráz

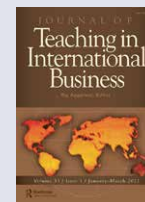
Against the backdrop of a growing convergence, but also a regression, of the greatest cultural similarities, the question arises as to how far classic stereotyping regarding national cultures, business cultures, generations, gender-specific behavior, etc., still makes sense, or how relevant it is to derive behavioral predictions according to such parameters. It is therefore necessary to find new critical success factors for the management of employees, companies and the provision of products/services in an international context.

Critical success factors for overcoming misunderstandings and internationalizing products will be identified. Possibilities for better international collaboration through new agile, virtual forms

of communication will be explored. In addition, the challenges for international companies to motivate young professionals to work abroad to prevent a “Gen Y stay-at-home syndrome” will be addressed.

### Academic Journal

Weilage, C., & Maráz, G. (2022). Online Study's Influence on International Student Employability Factors in Germany: Germany Vs. Overseas Based Students. *Journal of Teaching in International Business*, 33(1), 7–30.  
<https://doi.org/10.1080/08975930.2022.2089441>



## 2.1.5 International Financial and Sustainability Reporting and Disclosure

Involved: Prof. Dr. Johannes Hofinger

The provision of globally consistent, comparable, and reliable financial reporting is one of the key drivers for international sustainable development. Entities need to disclose information about their financial and sustainability-related risks and opportunities that are useful to the users of general-purpose financial reports in making decisions relating to providing resources to these entities.

International standard-setters as well as regulatory authorities strive to set rules and regulations that help to achieve this goal. Academic research provides the basis for their work. A major challenge lies in the complexity of standard-setting on an international level (e.g., the IFRS and ISSB), on a supra-national level (e.g., the European Union), and on a national level (e.g., Germany). Furthermore, the mega trend of integrating traditional financial reporting and sustainability reporting opens a rich field of research activities with the goal of providing a holistic view on the financial performance and position of organisations as part of a responsible society.

### Academic Book

Hofinger, J. (2021). *Regulatory Risk Disclosure in the Banking Industry: A Scoring Model Approach*. DBA Thesis, Sheffield Hallam University, UK.

### Academic Book Chapter

Hofinger, J., & Buchmüller, P. (2023). Bankaufsichtliche Vorgaben zu Nachhaltigkeit/ESG-Risiken. In Luz, Neus, Schaber, & andere (Hrsg.), *KWG und CRR, Kommentar zu KWG, CRR, SolvV, WuSolv, GroMiKV, LiqV und weiteren aufsichtsrechtlichen Vorschriften* (4. Auflage, S. 60). Stuttgart: Schäffer-Poeschel Verlag.



### Working Paper/Report

Hofinger, J., Buchmüller, P., & Weiß, G. (2022). *Aktueller Stand der Regulatorischen Vorgaben zu Nachhaltigkeitsrisiken für Banken in Deutschland*. Universität Leipzig, Working Paper Nr. 22-01.

### Practitioner Journals

Hofinger, J., & Röhm, Th. (2023). ESG-Controlling: von Deckungsbeitrag 1, 2, 3 zu Scope 1, 2, 3?. *CFOaktuell*, 17(3).

Hofinger, J., Buchmüller, P., & Wang, D. (2023). Die CSRD und die Nachhaltigkeitsberichterstattung der Banken. *Die Bank*, 03/2023, 38-43.

### Practitioner Meeting Presentation

Hofinger, J. (2021). *Offenlegung – was muss implementiert werden, um auskunftsfähig zu sein?. 1. D-A-CH ESG Risk Forum*. Bank-Verlag, Köln, October, 27, 2021.

## 2.1.6 Business Valuation between Law and Economy

Involved: Prof. Dr. Johannes Hofinger, Prof. Dr. Markus Buchner (until February 28, 2022)

The reasons for carrying out a business valuation are varied and have both a commercial and a legal dimension. Business reasons for a business valuation can be, for example, the purchase or sale of a business, while legal reasons for a business valuation can be found in company law, accounting law and tax law, among others. From a methodological point of view, business valuations also consider cash flows, the amount of which depends on the economic and legal environment.

Business valuation is therefore particularly interdisciplinary, as it not only combines different economic sub-disciplines, but also must operate within a legal framework. The aim of this research topic is therefore to analyze the influence and integration of business developments in the valuation methodology, as well as the economic assessment of the existing and constantly changing legal requirements regarding business valuation.

### Academic Journals

Buchner, M., & Follert, F. (2021). Zwischen Praktikabilität und Zweckadäquanz – Eine kritische Analyse der Hinweise der Bundesärztekammer zur Bewertung von Arztpraxen. *Deutsches Steuerrecht (DStR)*, 36/21, 2149-2155.

Buchner, M., Kuttner, M., Mitter, C., & Sommerauer, P. (2021). Resilienz von Familienunternehmen – Eine systematische Literaturanalyse. *Betriebswirtschaftliche Forschung und Praxis (BFuP)*, 73(3), 225-252.

Buchner, M. (2020). Goodwill-Impairmenttest nach IAS 36 in Zeiten von Corona – Entwicklung finanzieller Ergebnisgrößen im Verlauf der SARS-CoV-2-Pandemie als komparativer Anhaltspunkt. *Zeitschrift für Internationale Rechnungslegung (IRZ)*, 6(15), 279-283.

Buchner, M., & Friedl, G. (2019). Die relative Schätzgüte des vereinfachten Ertragswertverfahrens. *Betriebswirtschaftliche Forschung und Praxis (BFuP)*, 3 (71), 295-328.

Buchner, M., & Friedl, G. (2019). Valuation Note – Kennzeichnung und Erläuterung des AWH-Standards zur Unternehmensbewertung. *Der Betrieb*, 17(72), 921-924.

### Practitioner Journal

Hofinger, J., & Schulte, J. (2023). ESG due diligence bei Unternehmensübernahmen. *BayernLB Fortschrittsmagazin*, 2023-03..

### Other Academic Contribution

Hofinger, J., & Schulte, J. (2023). ESG due diligence and M&A transactions – deal maker or deal breaker?. *Frankfurt School of Finance Blog*, 2023-01.





## 2.1.7 International Family Businesses

Involved: Prof. Dr. Marc-Michael Bergfeld (until August 31, 2021)

The macroeconomic importance of family businesses in Germany and around the world is undisputed. And although the field of family business research has rapidly gained importance worldwide in recent years, many phenomena are still unexplored. Especially Germany with its family-owned SMEs and many "hidden champions" can serve as a good example of how many family businesses today are or can be internationally positioned to survive in globalized markets. The research topic "International Family Businesses" aims to better understand the challenges for increasingly international entrepreneurial families and to develop innovative solutions, also by comparing family businesses in Germany and other parts of the world. Currently, two topics are being studied in depth from a German or international comparative perspective. These are internationalization of family businesses (e.g., from Germany to Latin America or the associated challenge of knowledge and technology transfer) and succession management in international family businesses (e.g., comparison of German solutions with those from other cultural regions). Through the Courage Center of Global Family Firms, MBS cooperates with international organizations (e.g., German Chambers of Industry and Commerce), relevant companies (e.g., UBS Bank, Global Wealth Management in Zurich and New York) and international universities (e.g., University of Antwerp, Universidad Francisco Marroquin, Guatemala or Tulane University, USA).

The University and the Courage Center for Global Family Firms at Munich Business School hosted the annual International Family Business Summit in Ecuador (2015 to 2018) and Global Week Family Business (since 2019). In 2020, due to COVID-19, the physical gathering as part of Global Week Family Business had to be cancelled. In the same year, the "Expert Line Family Business" was initiated as a replacement for Global Week Family Business – a virtual lecture series with experts in different fields of international management and family business. The Expert Line series reached over 32,000 views. The lectures during the first phase of the COVID-19 crisis reached over 2,000 family business owners in Europe, Asia and Latin America.

### Internationalization of Family Businesses

Internationalization is one of the most complex growth strategies for companies in general and family businesses in particular. They often face major hurdles when it comes to financing an expansion abroad or taking on the associated risks (such as knowledge transfer and protection). Current research at MBS focuses on how family businesses can minimize the risks of internationalization and finance it intelligently. In this area, we cooperate with the University of Antwerp (PhD project of Johannes Ritz) and the University of Manchester / Manchester Institute of Innovation Management (knowledge and technology transfer from Germany to foreign markets).

#### Award

MBS Prof. Dr. Marc-Michael Bergfeld is one of the "Top 100 Influencers" worldwide in the field of family business according to a 2019 survey by Family Capital, a special publication for family businesses.

#### Academic Conference Presentation

Iliev, P., Ritz, J., & Bergfeld, M.-M. (2018, June 9). Internationalization of Family Firms: The Case of Bulgaria. Family Enterprise Research Conference (FERC) 2018, Universidad Panamericana, Guadalajara, Mexico.

#### Working Paper/Report

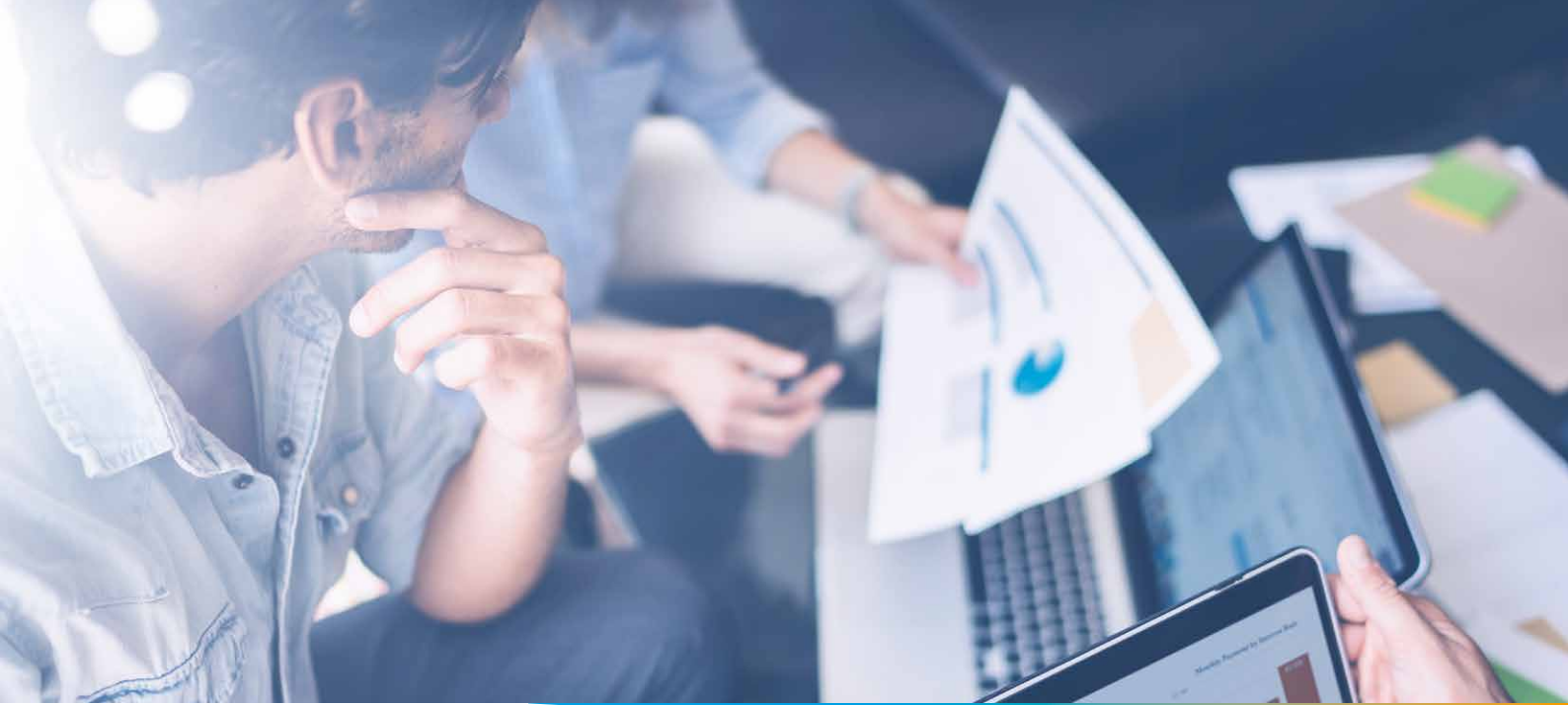
Kraemer, K., Ritz, J., & de Cárdenas López, R. (2018). Practical Application of the Uppsala Internationalization Model – Lessons from 8 Case Studies. Munich Business School Working Paper Series (ISSN 367-3869), 2018-04.

#### Practitioner Meeting Presentations

Bergfeld, M.-M. (2019, June 26). Taking European SMEs to China. Options and Dangers. Presentation to the Board of BrandHouse Holding Ltd., Mallorca, Spain.

Bergfeld, M.-M. (2019, February 12). Connecting European SMEs to the Asian Market. Options and Dangers. Presentation to the Board of KSG GmbH, Gars am Kamp, Austria.

Bergfeld, M.-M. (2018, June 5/7). Cómo crear un legado fuerte y duradero [How to create a strong and lasting legacy]. 4ta Cumbre Internacional de Empresas Familiares en Ecuador [4<sup>th</sup> International Family Business Summit in Ecuador]. Quito/Guayaquil, Ecuador.



### **Succession Management in International Family Businesses**

Succession planning is one of the most important issues for the intergenerational continuity and long-term success of family businesses. It is also one of the most studied topics in family business research. However, little is known about the differences in succession planning in different cultures – a topic that is becoming increasingly important with the growing internationalization of family businesses and entrepreneurial families. This is where the current research at MBS comes in, to gain a better understanding of the cross-cultural dynamics in the area of succession management. International cooperation in this area exists, for example, with the University of Vermont in the USA and the Nanyang Technical University in Singapore.

#### **Academic Conference Presentation**

Bergfeld, A. F., Ritz, J., & Bergfeld, M.-M. (2018, June 9). *Legacy, Identity, and Entrepreneurial Spirit*. Family Enterprise Research Conference (FERC) 2018, Universidad Panamericana, Guadalajara, Mexico.

#### **Academic Book Chapters**

Ritz, J., Bergfeld, M.-M., & Müller, C. G. (2018). *Case 3.2 Challenging the Status Quo: Family Entrepreneurship in Chile's Grupo Kaufmann*. In C. G. Müller, I. C. Botero, A. Discua Cruz, & R. Subramanian (Eds.), *Family Firms in Latin America* (pp. 62-68). New York, USA: Routledge.

Ritz, J., & Bergfeld, M.-M. (2018). *Case 5.3 Grupo Transoceanica: The Meinlschmidt Family's Strategic Choices*. In C. G. Müller, I. C. Botero, A. Discua Cruz, & R. Subramanian (Eds.), *Family Firms in Latin America* (pp. 147-156). New York, USA: Routledge.

#### **Practitioner Meeting Presentations**

Bergfeld, M.-M. (2019, September 5). *Future-Proofing your Family Business: The Case of 360 years at De Dietrich*. Keynote Interview with Catherine and Gaetan De Dietrich. 21th Annual Family Business Conference, Melbourne, Australia.

Bergfeld, M.-M. (2019, September 4). *Sustainable succession: How to prepare your family, your business and your portfolio for the transfer to the Next Generation, and future-proof the entire system for the long-term along the way*. 21th Annual Family Business Conference, Melbourne, Australia.

Bergfeld, M.-M. (2019, May 23). *Next Generation Family Venturing. How the world's great family dynasties nurture Next Gen entrepreneurship*, Lunch & Learn Speaker Series at UBS Global Wealth Management, UBS Bank, New York City, USA.

Bergfeld, M.-M. (2018, September 10). *Succeeding smoothly: How to match the family's "power and preparation" with the portfolio's requirements, and develop paths to succession for the next generation*. 20th Annual Family Business Conference, September 9-12, 2018, Alice Springs, Australia.

Bergfeld, M.-M. (2018, June 5/7). *Cómo crear un legado fuerte y duradero [How to create a strong and lasting legacy]*. 4ta Cumbre Internacional de Empresas Familiares en Ecuador [4th International Family Business Summit in Ecuador]. Quito (June 5)/ Guayquil (June 7), Ecuador.

### **Further Intellectual Contributions to International Family Businesses**

#### **Practitioner Meeting Presentation**

Bergfeld, M.-M., (2019, July 5). *Aprender la Gestión de Empresas Familiares [Learning the Management of Family Business]*. Universidad Francisco Marroquín. Guatemala City, Guatemala.

## 2.1.8 Other Intellectual Contributions in the Research Field International Business

### Academic Conference Presentation

Schmidkonz, Ch. (2018, December 14). *How Sports Events Interact with Social Media: Three Case Studies from Germany*. International Forum on Sports Management, National Taiwan Sports University, Taiwan.

### Working Papers/Reports

Antonio, J. L., Schmidkonz, Ch., & Kraft, P. (2022). *Promises Have a Price: An Analysis of Higher Purpose, Purpose Washing, and Financial Performance Using the Example of Germany's DAX 30*. Munich Business School Working Paper Series (ISSN 2367-3839), 2022-05.

Huang, K.-J., Rüdiger, H. M., & Jung, H. H. (2021). *The Role of Logistics Service Quality in Achieving Customer Satisfaction and Loyalty in the End-Consumer Market Using the Example of the German Motorcycle Industry*. Munich Business School Working Paper Series (ISSN 2367-3839), 2021-03.

### Practitioner Books

Hastenteufel, J., Weber, S., & Röhm, T. (Eds.). (2022). *Digitalisierung im Controlling – Praxisorientierte Lösungsansätze und Chancen für Unternehmen*. Springer Gabler. <https://doi.org/10.1007/978-3-658-38225-4>

Burger, A., Röhm, T., & Weber, S. T. (Eds.) (2020). *Branchenspezifisches Controlling. Praxishandbuch der Besonderheiten und Entwicklungen mit State-of-the-Art und Unternehmensbeispielen*. Wiesbaden, Germany: Springer Gabler. <https://doi.org/10.1007/978-3-658-28945-4>

### Practitioner Book Chapters

Röhm, T. (2022). *Controlling: Aktuelle Chancen und Herausforderungen an das Daten- und Informationsmanagement*. CFOaktuell, 16(6), 203-205.

Ayoub, M., & Röhm, T. (2021). *Der Business Case Challenger – eine neue Fallstudienmethode für die Betriebswirtschaftslehre*. In C. Hattula, J. Hilgers-Sekowsky, & G. Schuster (Eds.), *Praxisorientierte Hochschullehre: Insights in innovative sowie digitale Lehrkonzepte und Kooperationen mit der Wirtschaft* (pp. 269-276). Wiesbaden, Germany: Springer Gabler. [https://doi.org/10.1007/978-3-658-32393-6\\_23](https://doi.org/10.1007/978-3-658-32393-6_23)

Röhm, T. (2020). *Business as usual oder die Kernthemen anpacken? – Eine kurze Einführung*. In A. Burger, T. Röhm & S. T. Weber, (Eds.). *Branchenspezifisches Controlling. Praxishandbuch der Besonderheiten und Entwicklungen mit State-of-the-Art und Unternehmensbeispielen* (pp. VII-X). Wiesbaden, Germany: Springer Gabler. <https://doi.org/10.1007/978-3-658-28945-4>

### Practitioner Journal

Röhm, T. (2022): *Daten- und Informationsmanagement*. CFOaktuell, 16(6), 203-205.

### Practitioner Meeting Presentations

Xicota Tort, N. (2020, July 5-7). *El enfoque procesual o cómo entender los errores de los alumnos*. XXV Jornadas Hispánicas, Bergische Universität Wuppertal, Wuppertal, Germany.

Xicota Tort, N., & Sanz, C. (2020, June 10). *La mediación en el ámbito profesional*. Online Seminar Hueber Verlag.

Xicota Tort, N. (2020, April 3). *Mis primeras clases en línea*. Online Seminar Hueber Verlag.

Xicota Tort, N. (2020, February 20). *La mediación en el Volumen Complementario del MCER: más allá de la traducción e interpretación de textos*. Instituto Cervantes Hamburgo, Hamburg, Germany.

Xicota Tort, N. (2019, December 10). *Universo.ele o cómo abordar el reto de la enseñanza en el contexto universitario*. ZESS- Zentrale Einrichtung für Sprachen und Schlüsselqualifikationen, Georg-August-Universität Göttingen, Göttingen, Germany.

Xicota Tort, N. (2019, October 25). *¿Soy yo o son ellos? Estrategias de procesamiento de input*. Sprachenzentrum der Universität Innsbruck, Innsbruck, Austria.



## 2.1.9 Doctoral Theses in the Research Field of International Business

The following doctoral dissertations were successfully completed in the International Business research field during the reporting period:

*Leverenz, B. (2023). Cultural Intelligence and Social Capital: Investigating Expatriates' Working Relationships in Malaysia. DBA Thesis, Sheffield Hallam University, UK.*

*Kittlmann, F. (2022). Students' Competency Development during Study Abroad: A Critical Incident Analysis. Dissertation, Ludwig-Maximilians-Universität München, Germany.*

*Bornschein, J. (2021). Business Succession and its Impact on Change Management in Family Businesses. DBA Thesis, Sheffield Hallam University, UK.*

The following doctoral theses are currently being worked on in the research field of International Business in the DBA program or by members of the university and supervised by professors at Munich Business School (the titles are working titles):

*Benz, C. (planned). Ökonomische Analyse des Markts für Diamanten. Dissertation, Universität der Bundeswehr München & Munich Business School, Germany (Supervisors: F. Bartholomae, Munich Business School; K. Morasch, Universität der Bundeswehr München).*

*Fabian, V. (planned). Das Migrationsverhalten von Hochschulabsolvent/-innen in Österreich., Dissertation, Universität der Bundeswehr München & Munich Business School, Germany (Supervisors: F. Bartholomae, Munich Business School; A. Schaffer, Universität der Bundeswehr München).*

*Gong, Y. (planned). Supply Chain Incidents and Related Influence on the Stock Market. DBA Thesis, Sheffield Hallam University, UK (Supervisor: Z. Xiong, Munich Business School).*

*Kunkel, K. (planned). The Impact of Organizational Development on Effective Global Market Entry of Venture Capital-funded Companies. DBA Thesis, Sheffield Hallam University, UK (Supervisor: E. Stumpfegger, Munich Business School).*

*Maraq, Q. (planned). Project Management Maturity: Analysis & Assessment Case Studies in the Automotive Supplier Industry. DBA Thesis, Sheffield Hallam University, UK (Supervisor: S. Haggemüller, Munich Business School; A. Pakgohar, Sheffield Hallam University).*

*Qassab, G. (planned). Effect of Cross-Cultural Management on Technology Transfer, Innovation, And Strategic Organisation Positioning in Developing Economies. DBA Thesis, Sheffield Hallam University, UK (Supervisor: R. Tressider, Sheffield Hallam University).*

*Raffh, P. (planned). Über die Natur von Bitcoin/Kryptowährungen. Eine holistische Perspektive. Dissertation, Universität der Bundeswehr München & Munich Business School (Supervisor: F. Bartholomae, Munich Business School).*

*Raja, H. (planned). Does Ring-Fencing of Banks Create Safer Financial Systems? A Comparative Study of Chinese Banks and Banks in Other Developed Financial Systems. DBA Thesis, Sheffield Hallam University, UK (Supervisor: J. Hofinger, Munich Business School).*

*Ritz, J. (planned). Reducing Risks and Overcoming Barriers to Family Firm Internationalization: Expansion of German Family Firms to Latin America and the Possible Role of External Partners and Investors. PhD Dissertation, Antwerp Business School, Belgium (Supervisors: M.-M. Bergfeld, Munich Business School; E. Laveren, University of Antwerp).*

*Teurezbacher, F. (submitted in 2023). Ökonomische Effekte von Verkehrspolitiken anhand eines multiregionalen Input-Output-Modells für Ostösterreich. Dissertation, Universität der Bundeswehr München & Munich Business School, Germany (Supervisors: F. Bartholomae, Munich Business School; S. Josten, Universität der Bundeswehr München).*

*Xu, Q. (planned). Achieve Sustainable Growth for German B2B Business in China – Culture & Strategy. DBA Thesis, Sheffield Hallam University, UK (Supervisor: C. Weilage, Munich Business School; W. Chen, Sheffield Hallam University).*



## 2.2 RESEARCH FIELD DIGITAL TRANSFORMATION

Involved: Prof. Dr. Hans H. Jung (chair), Prof. Dr. Stefan Baldi, Prof. Dr. Florian Bartholomae, Prof. Dr. Sophie Hieke, Prof. Dr. Patricia Kraft, Prof. Dr. Christian Schmidkonz, Prof. Dr. Heiko Seif, Prof. Dr. David Wagner.

### Description

With its research area Digital Transformation, Munich Business School is addressing a global megatrend that is developing an economic force that is at least as powerful as the invention of the steam engine some 200 years ago or the division of labor or automation at the beginning of the last century. Although most of the world's population does not have Internet access today, that will change by 2025. By then, most people will have access to the Internet, and the majority will also have mobile access to the Internet of Things and Services. In addition, the development of the mass market for broadband internet and the introduction of smartphones, tablets, wearables, and intelligent assistants are in full swing. Digital transformation will affect all industries, significantly increasing the need for innovation, speed and access to user data. Intelligent technical systems networked via the Internet of Things and services form the basis for designing new business models and innovative value-added structures as part of a future-oriented corporate alignment. Of particular importance is the intelligence of the systems, which will enable adaptive, robust, predictive and, above all, user-friendly applications in all industries.

During the last years, AI has made significant advances in computer vision, healthcare, education, reinforcement learning, explainable AI, transfer learning, AI-assisted creativity, and as a virtual agent. These advances have the potential to change the world in many ways, such as improving healthcare, education, and customer service. However, there are also concerns about the potential for AI to be used for malicious purposes, such as creating deepfakes or automating tasks that could lead to job losses. We need to develop ethical guidelines for the development and use of AI, and we need to ensure that AI is used for good purposes in the world.

In the future, digital transformation will affect and change all levels of life and work (individuals, teams, companies, education and society). For this reason, it is particularly important to Munich Business School that graduates acquire the competence to evaluate digitalization and to responsibly plan, manage and control the design dimensions on the various levels during the course of their studies.

### Research Objectives

Munich Business School has defined a number of research priorities in the field of Digital Transformation. MBS pursues the following goals:

- Create transparency regarding the current level of digitalization in the research area of **Digital Transformation of Value Creation**.
- Identify possible scenarios and roadmaps for the further development of digitalization with a focus on **business models for Industry 4.0**.

- Develop a broad spectrum of use cases for **connected mobility** and derive opportunities, risks, strengths, and weaknesses for concrete solutions at the individual, team, enterprise, and societal levels.
- Analyze the **economics of digital transformation**.
- Explore the forms and possibilities of **digital communities**.
- Explore the **use of digital technologies in knowledge transfer**.
- Develop guidelines for **mindful use of technologies and digital solutions** in professional and personal life.

### Relevance to the MBS Vision and Mission

MBS wants to enable its graduates to master future challenges within the framework of a stable set of values. New digital technologies mean significant changes in the way we work, communicate, produce, create value, buy and sell. Increasing readiness and willingness to change at all levels are crucial competencies for mastering digitalization. A cosmopolitan understanding characterized by curiosity as part of the MBS mission statement plays an important role in this context (living globally minded). Digitalization is a driver of innovation and a major force in disrupting business models in many industries. Old industries and companies are being displaced by small newcomers and are going under. However, digital transformation does not only create risks through new market participants, but also many new opportunities for companies. MBS graduates should be enabled to think entrepreneurially and innovatively and to make their decisions with a sense of social responsibility (i.e. to act responsibly as future specialists and managers).

### Research Topics

The following main research topics are addressed in the research field of Digital Transformation:

1. **Digital Transformation of Value Creation** (see 2.2.1)
2. **Business Models for Industry 4.0** (see 2.2.2)
3. **New Concepts of Mobility** (see 2.2.3)
4. **Economics of Digital Transformation** (see 2.2.4)
5. **Digital Communities** (see 2.2.5)
6. **Use of Digital Technologies in Knowledge Transfer** (see 2.2.6)
7. **Connected, Conscious Use of Technology and Digitalization** (see 2.2.7)

Several concrete projects are assigned to each research topic.

## 2.2.1 Digital Transformation of Value Creation

Involved: Prof. Dr. Arnd Albrecht, Prof. Dr. Stefan Baldi, Prof. Dr. Hans H. Jung, Prof. Dr. Patricia Kraft, Prof. Dr. Heiko Seif, Prof. Dr. Christian Schmidkonz

Digitalization describes the increasing spread and application of digital technologies (e.g. social media, big data, clouds, smart devices, Internet of Things) and the associated changes in the networking of individuals and their behavior (socio-technical system). To succeed in a digital world, companies must be able to think ahead about digital technologies and their successful application, and then convince the entire value network with innovative solutions. This will change the way people work together within companies and between value creation partners. This impending change is a key success factor for Germany as a leading market and provider of digital technologies. For society and companies, the digital transformation presents both opportunities and challenges that need to be exploited and mastered individually.

### Digital Customer Experience Management

Involved: Prof. Dr. Hans H. Jung

Marketing, sales, and service are particularly challenged by digital transformation. The goal is to create customer experiences and satisfy previously unmet customer needs. "Smart" customers are empowered to formulate their own desires and compare competitive offerings. Companies and customers can benefit from the digital transformation – if they actively shape it. Personalized interaction with "smart" customers is becoming a key competitive factor in digitized markets. With Digital Customer Experience Management, we identify potential areas in the customer journey and develop concrete recommendations for action. Digital product, service and experience worlds will lead to success for those companies that have a high level of customer understanding and a digital customer journey. High levels of customer loyalty can only be achieved by managing all digital touchpoints and proactively optimizing the customer experience. The goal of digital customer experience management is the permanent, seamless integration of innovative digital touchpoints and user stories.

Understanding digital customer experience management is also important from a customer perspective. As consumers become more cautious about sharing data and regulators tighten privacy requirements, consumers and businesses alike are learning that data protection and privacy can create a business advantage. As consumers increasingly embrace digital technologies, the data they generate creates both an opportunity for companies to improve their engagement with consumers and a responsibility to keep consumer data secure. This data, including location data and other types of personally identifiable information, is immensely valuable to businesses: for example, many companies use data to better understand consumer pain points and unmet needs. These insights help in the development of new products and services, as well as the personalization of advertising and marketing.

#### Academic Journal

Jung, H. H., Pfister, F. M. J. (2020). Blockchain-enabled Clinical Study Consent Management. *Technology Innovation Management Review*, 10(2), 14-24. [https://www.researchgate.net/publication/339654395\\_Blockchain-enabled\\_Clinical\\_Study\\_Consent\\_Management](https://www.researchgate.net/publication/339654395_Blockchain-enabled_Clinical_Study_Consent_Management)

#### Academic Conference Proceedings

Pfister, F. M. J., Katzenbach, P., Hildebrand, N., Gollan, M., Jung, H. H. (2020). A Decentralized Consent Management System to Make COVID-19-associated Data Available for Research & Development. In XXXI ISPIIM Innovation Conference Proceedings, Manchester, United Kingdom.

Jung, H. H., Pfister, F. M. J. (2019). Blockchain-enabled Clinical Study Consent Management. In XXX ISPIIM Innovation Conference Proceedings, Florence, Italy.

#### Academic Conference Presentations

Jung, H.H. (2023, March 23). How to Make Money out of Data Space Use Cases, IDSA Symposium, The Hague, The Netherlands.

Pfister, F. M. J., Katzenbach, P., Hildebrand, N., Gollan, M., & Jung, H. H. (2020, June 7). A Decentralized Consent Management System to Make COVID-19-associated Data Available for Research & Development. XXXI ISPIIM Innovation Conference, Virtual Space (Zoom).

Jung, H. H. (2019, December 10). Digitalisierung im Vertrieb – Optimierung der Digital Customer Experience. 6. Öffentliche Ringvorlesung Digital Tuesday – Shaping the future together, Konstanz (Germany).

Jung, H. H. (2019, June 19). Blockchain-enabled Clinical Study Consent Management. XXX ISPIIM Innovation Conference, June 16-19, 2019, Florence, Italy.

#### Working Papers/Reports

Bieliaieva, N., Jung, H. H., Vulpus, S. (2022). Analyse des digitalen Reifegrades potenzieller E-Commerce Lösungen in der deutschen Energiebranche am Beispiel einer White Label Plattform. *Munich Business School Working Paper Series (ISSN 2367-3839)*, 2022-01.



Goetzeler, T., Jung, H., Kraft, P. (2021). Customer Experience im Einzelhandel: Einsatz digitaler In-Store-Technologien am Fallbeispiel Sephora Virtual Artist. *Munich Business School Working Paper Series (ISSN 2367-3839)*, 2021-06.

### Practitioner Journal

Haggenmüller, S., Werling, W.-H., & Röhm, T. (2022). Die zögerliche digitale Transformation der Finanzfunktion in mittelständischen Unternehmen in Deutschland – Ein Leadership Problem? *Rethinking Finance*, 05/2022, 46-53.

### Practitioner Meeting Presentations

Jung, H.H. (2023, June 11). Panel Discussion Smart Customer Data, UNITY AG, Fachkonferenz Smart Customer Day, Virtual Event.

Jung, H.H. (2022, October 20). Panel Discussion Connected Experiences – From Launch to Continuous Engagement, 3DIGNITE, Munich, Germany.

Jung, H.H. (2021, May 20). Key Note Warum beschäftigen wir uns mit Daten? Fachkonferenz Smart Data Day 2021, UNITY AG Büren.

Putzke, H., Jung, H. H. (2021, October 19). Optimierung wertschöpfender Händlerprozesse im Rahmen der Digitalen Transformation bei BMW Motorrad Deutschland. 5. Fachkonferenz Digitalisierung im Vertrieb 2021, Management Forum Starnberg.

Jung, H. H., & Vulpus, S. (2019, October 15). Digitalisierung des Kundenmanagements: Erfahrungen beim Energiewirtschafts-Unternehmen E-MAKS GmbH & Co. KG, Fachkonferenz Digitalisierung im Vertrieb, Munich, Germany.

Jung, H. H., & Putzke, H. (2019, October 10). Optimierung der Händlerprozesse im Rahmen der Digitalen Transformation. BMW IT Messe, Munich, Germany.

Jung, H. H. (2019, February 1). Vom Kunden zum Fan einer Love Brand. Wie gestalten wir erfolgreich die digitale Customer Journey? Fachkonferenz mit Best Practice – Digitalisierung im Vertrieb, Wettbewerbsvorsprung für ihre Vertriebsorganisation, Cologne, Germany.

### Innovative Service Products for Individualized, Availability-Oriented Business Models – InnoServPro joint project

Involved: Prof. Dr. Hans H. Jung

InnoServPro is a collaborative research project entitled “Innovative Service Products for Individualized, Availability-Oriented Business Models for Capital Goods”, funded by the German Federal Ministry of Education and Research (BMBF) as part of the research program “Innovations for Tomorrow’s Work – Research for Production and Services of the Future” (duration: October 2015 to April 2019). The overall objective of InnoServPro is the realization of availability-oriented business models in the capital goods industry. The basis for this are innovative service products based on intelligent sensor technology and end-to-end information management. Based on this, recommendations for the marketing of these innovative approaches will be developed and communicated.

### Practitioner Meeting Presentations

Jung, H. H. (2019, April 4). Erkenntnisse aus InnoServPro und deren branchenübergreifenden Verwertungsmöglichkeiten. Handlungsfelder für das Vermarkten von Innovationen: Erfolgsfaktoren für eine optimale Kommerzialisierung von Innovationen. Ergebnis-Konferenz InnoServPro, Hannover Messe, Hanover, Germany.

Further Intellectual Contributions to the Research Topic Digital Transformation of Value Creation

### Academic Journal

Kramer, K., Wagner, D., & Scheck, B. (2021). Reaping the digital dividend? Sport marketing’s move into esports: Insights from Germany. *European Journal of International Management*, 15(3/3), pp. 339-366. <https://doi.org/10.1504/EJIM.2021.113265>

### Academic Book Chapters

Zeeb, J., & Wagner, D. (2023). Assessing the PESO model in the German automotive industry: Results of an expert study and introduction of the Content Flow Model. In A.-K. Langner & G. Schuster (Eds.), *Holistische Social-Media-Strategien: Innovative Unternehmenspraxis: Insights, Strategien und Impulse*. Springer Gabler.



Wenzel, M., Rauch, M., Adebile, A., Bogodistov, Y., Cénopht, S., Hartmann, M., Wagner, D., & Wohlgemuth, V. (2021). Dynamic Capabilities: Celebrating the Plurality of Understandings of the Concept. In T. Bayón, M. Eisend, J. Koch, A. Söllner, M. Vodosek, & H.-T. Wagner (Eds.), *Dynamic Capabilities and Relationships: Discourses, Concepts, and Reflections*. Springer International Publishing. (pp. 5–32). [https://doi.org/10.1007/978-3-030-83182-0\\_1](https://doi.org/10.1007/978-3-030-83182-0_1)

### Academic Conference Proceedings

Zeiber, S., Richter, A., & Wagner, D. (2023). Towards domain-specific knowledge on digital transformation—The case of the furniture industry. *Proceedings of the 31<sup>st</sup> European Conference on Information Systems, Paper 317*. [https://aisel.aisnet.org/ecis2023\\_rp](https://aisel.aisnet.org/ecis2023_rp)

Puschkasch, T., & Wagner, D. (2021). *Managing Cloud Computing Across the Product Lifecycle: Development of a Conceptual Model*. In K. Lang, J. Xu, B. Zhu, X. Liu, M. J. Shaw, H. Zhang, & M. Fan (Eds.), *Smart Business: Technology and Data Enabled Innovative Business Models and Practices*. 18<sup>th</sup> Workshop on e-Business, WeB 2019, Munich, Germany, December 14, 2019, Revised Selected Papers. Cham: Springer International Publishing. [https://doi.org/10.1007/978-3-030-67781-7\\_13](https://doi.org/10.1007/978-3-030-67781-7_13).

Jenney, S. I., Jung, H. H., & Seif, H. (2020). Gamification as a Means to Improve Stakeholder Management in Urban Planning Participation. In *Communities in New Media. Research on Knowledge Communities in Science, Business, Education & Public Administration: Proceedings of the 23<sup>rd</sup> GeNeMe 2020 Conference (GeNeMe '20)*. (pp. 90-98).

### Working Paper/Report

Birk, L. M., Pietsch, D., & Jung, H. H. (2020). *Der Einfluss des Megatrends Digitalisierung auf den Vertrieb eines Automobilherstellers an Endverbraucher anhand der Customer Journey*. Munich Business School Working Paper Series (ISSN 2367-3839), 2020-02.

### Practitioner Journal

Goerke, M., Seif, H. (2019). *Der Business Data Scientist: Praktische Daten-Anwendungen zum Steuern und Entscheiden in Unternehmen*. *Controller Magazin*, January/February 2019, 36-39.

### Practitioner Meeting Presentations

Seif, H. (2023, April 25-27). *Open Innovation and Effective Corporate – Startup Engagement. How to Foster Startup Collaboration with Corporate Innovation Organisations*. Keynote. KOMPAS VC Founders' Retreat, 25<sup>th</sup>-27<sup>th</sup> of April 2023, Cambridge University, Cambridge, UK.

Braungart, M., Jung, H. H., Shaw, D., & Winking, J. (2020, March 30). *Future Textile Supply Chain – Expert Panel Discussion at KEYHOUSE*. Munich Fabric Start 2020, Munich, Germany.

Jung, H. H. (2019, December 5). *Keynote 2: Processes & Cooperations*. VDE-ITG working group 5.7, Munich, Germany.

Seif, H., & Jung, H. H. (2019, October 16). *The Two Sides of Innovation – Technology Push vs. Market Pull*. MBS Global Week 2019, Munich, Germany.

Seif, H. (2019, January 21). *E-Government & Digital Administration – What Future Approach is Realistic*. German-Baltic Digital Summit, Düsseldorf, Germany.

Jung, H. H. (2018, May 17). *Artificial Intelligence & Innovation*. Absolventum Mannheim (Section Munich), Munich, Germany.

Seif, H. (2018, November 21-22). *Nearshoring Approaches for the Development of Industry 4.0 Solutions*. Expert Group Meeting 2018. Software Campus Cluj, Romania.

Seif, H. (2018, September 17). *Herausforderungen der digitalen Transformation für den Einsatz von Industriesoftware*. Fachsymposium Product Life Cycle Management, Allershausen, Germany.

Seif, H. (2018, July 5). *New Technologies and New Work*. Quantum Technology – Impact on Computing and Communication. Fachkonferenz IBM Watson IoT Center, Munich, Germany.





## 2.2.2 Business Models for Industry 4.0

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Involvement: Prof. Dr. Hans H. Jung, Prof. Dr. Patricia Kraft, Prof. Dr. Heiko Seif

Industry 4.0 refers to the digitalization of industrial production processes: The networking of industrial value chains from product design to individualized manufacturing and the resulting optimization of production processes is one aspect of Industry 4.0. The term goes back to the German government's Research Union and a project of the same name in its high-tech strategy. Industrial production is to be dovetailed with modern information and communication technology. Intelligent and digitally networked systems form the technical basis for this. With their help, largely self-organized production is to become possible: In Industry 4.0, people, machines, plants, logistics and products communicate and cooperate directly with one another. Networking should enable the optimization of not just one production step, but an entire value chain. The network should also include all phases of the product lifecycle – from the idea of a product, through development, production, use and maintenance, to recycling. For many companies, it is difficult to keep track of the opportunities and risks of Industry 4.0 and to develop innovative business models.

This is where the joint project GEMINI – Business Models for Industry 4.0 comes in. The aim of the project is to develop a set of tools for the development and implementation of business models in the context of Industry 4.0. The approach to business model development is based on the use of business model patterns.

### **Practitioner Journal**

Seif, H., & Ostermann, H. (2020). *Lineare Strategien und exponentielle Dimensionen – der Zusammenhang zwischen Geschäftsmodellen und Technologien im ökonomischen System der digitalen Plattformen*. *Next Industry 01 / 2020*, 66-69.





## Joint Project GEMINI

Involved: Prof. Dr. Heiko Seif, Prof. Dr. Hans H. Jung

GEMINI – Business Models for Industry 4.0 is a BMWI-funded joint project in which the

Heinz Nixdorf Institute and UNITY AG, together with other partners, are developing business models in the context of Industry 4.0 (duration 2014 to 2017 with events until 2018). The comprehensive integration of these services to increase customer value is an essential part of the economic developments in the context of Industry 4.0. This is where industry is challenged: knowledge of customer needs is analyzed against the backdrop of new technical realities for untapped potential benefits.

**GEMINI 4.0**  
Geschäftsmodelle für Industrie 4.0

### Practitioner Meeting Presentations

Seif, H., Pekar, T. (2021, February 23-24). *Elemente für einen Markt- platz künstlicher Intelligenz – Komponenten, Funktionalitäten und Use Cases. Erstes Meilensteintreffen des Verbundprojektes am Heinz-Nixdorf-Institut Paderborn, Online-Meeting.*

Seif, H. (2018, November 6). *Industry 4.0 Business Model Solutions for Small and Medium Sized Manufacturing Enterprises. Symposium for Industrial Internet Applications, Ljubljana, Slovenia.*

Seif, H. (2018, September 13-14). *Ermittlung des Reifegrades bezogen auf Digitalisierung als Startpunkt für Business Model-Initiativen in Unternehmen. Fachsymposium Industrie 4.0 für alle, Zentrum für Luft-und Raumfahrt, Wildau, Germany.*

## Industry 4.0 as Business Model-Innovations

Involved: Prof. Dr. Patricia Kraft

As an application of the Internet of Things (IoT) in an industrial context, the Industrial Internet of Things (IIoT) is often understood and discussed in abbreviated form as the production of “digitally enriched” products and services or (especially in Germany) as intelligent, networked manufacturing and production. At the same time, the new business models resulting from the possibilities of Industry 4.0 are predicted to have a much greater potential for competitive advantages and new sources of income in the long term. Examples of these “new” business models include the smart (in the sense of connected and intelligent) networking of products and services, or business models that result from the intelligent cooperation of a large number of market participants in an ecosystem. There are many examples of this in German SMEs, which will be taken up and analyzed within the framework of this research area in order to be able to derive appropriate strategies for success.

### Academic Journal

Kraft, P., Dowling, M., Helm, P. (2021). *New business models with Industrie 4.0 in the Mittelstand. International Journal of Technology, Policy and Management, 21(1), pp. 47-68.*  
<http://doi.org/10.1504/IJTPM.2021.10036992>

### Academic Conference Presentation

Kraft, P., Dowling, M., Helm, R. (2018, September 7). *Customer Value Creation with Industry 4.0: A Case Study of Business Models in the German Mittelstand. Enterprise Research Innovation Conference, September 6-8, 2018, Split, Croatia.*

## Industry 4.0- Measurement of Maturity

Involved: Prof. Dr. Heiko Seif, Prof. Dr. Hans H. Jung

Industry is on the verge of another disruption in its value chain. Everyone is talking about the Industry 4.0 initiative as a future vision for the Internet of Things and services based on networked cyber-physical systems. The first recommendations for implementation were presented to the German government by the German Academy of Science and Engineering at the Hannover Messe on April 8, 2013. The goal of the Industry 4.0 project for the future is to strengthen Germany as a business location by developing technologies, standards, business and organizational models through cross-industry exchange and promoting their practical implementation in industry.

For the majority of industrial companies, two key questions arise during implementation: Where do companies currently stand in their development and how far is the path to the target image? What steps should be taken to achieve Industry 4.0 status? Insights will be provided by a study conducted in cooperation with the University of Erlangen-Nuremberg, Chair of Business Informatics, especially Innovation and Value Creation (Industry 4.0, Smart Services), the University of Regensburg and the Heinz Nixdorf Institute (duration 2016 to 2019). Approximately 30 to 50 selected "pioneer companies" in various industries were surveyed to determine their current actual positioning on the path to Industry 4.0. The results were compared with current findings on "Industry 4.0 Readiness", which were developed within the framework of the interdisciplinary collaborative research project "S-CPS: Socio-Cyber-Physical Systems", funded by the BMBF as part of "Research for Tomorrow's Production".

## Tools to Improve Business Performance through Industry 4.0 – Joint Project INLUMIA

Involved: Prof. Dr. Heiko Seif, Prof. Dr. Hans H. Jung

The joint project of eleven partners was funded by the European Regional Development Fund North Rhine-Westphalia (EFRE.NRW) with a volume of approximately 2.5 million EUR. The project was managed by the Project Management Organisation Jülich (duration 2016 to 2019 with events until 2020). The goal of the research project "INLUMIA – Instruments for Increasing the Performance of Companies through Industry 4.0" was to use Industry 4.0 to sustainably position companies in mechanical engineering and related industries in global competition. The focus of a consortium from research and industry was on the development of an Industry 4.0 Quick Check, the derivation of a company-specific target maturity level and the identification of established implementation patterns.



## Academic Conference Presentations

Seif, H. (2019, February 19). *Instrumentarium zur Leistungssteigerung von mittelständischen Unternehmen durch Industrie 4.0 Lösungen – Ergebnispräsentation aus dem Forschungsprojekt INLUMIA. Fachkonferenz für Analyse und Bewertung von Big Data basierten Geschäftsmodellen im Mittelstand. Technische Universität München, Munich, Germany.*

Seif, H., Drewel, M. (2018, June 26). *Umsetzung von Industrie 4.0 in kleinen und mittleren Unternehmen (KMU) mit Hilfe von Industrie 4.0-Umsetzungsmustern. INLUMIA Begleitkreistreffen, Heinz Nixdorf Institut, Paderborn, Germany.*

Seif, H. (2018, May 28-29). *Policy Research Workshop 2018 Industry 4.0: Challenges for productivity, employment and inclusion Session 1: New digital technologies: Potential for innovation. German Development Institute, Bonn, Germany.*

Seif, H. (2018, February 14). *Telekommunikationslösungen für mittelständische Unternehmen, INLUMIA-Reifegrad-Modell und Performance-Steigerung durch Industrie 4.0. Forschungsgruppen-treffen, Vienna, Austria.*

## Practitioner Meeting Presentations

Seif, H. (2019, May 3). *Leistungssteigerung von Sportstättenbetrieben durch Industrie 4.0 Lösungen – Ansätze aus dem Forschungsprojekt INLUMIA. CRM- und IT-Leitertreffen der Deutschen Fußball Liga DFL, Mayence, Germany.*

Seif, H. (2019, March 15). *Verwertungsansätze von Ergebnissen aus dem Forschungsprojekt INLUMIA für das Anwendungszentrum Oberpfaffenhofen. DLR/AZO Tagung, Oberpfaffenhofen, Germany.*

Seif, H. (2018, December 14). *INLUMIA – Ansätze für die mittelständische Bauindustrie. Baustelle 4.0 Anwendertreffen. UNITY AG, Munich, Germany.*

Seif, H. (2018, November 16). *Industrie 4.0 Low Cost Lösungen für den Mittelstand. INLUMIA Ergebnispräsentation. IHK München, Munich, Germany.*

Seif, H. (2018, September 13-14). *Ermittlung des INLUMIA Reifegrades als Startpunkt für Digitalisierungsinitiativen in Unternehmen. Fachsymposium Industrie 4.0 für alle, Zentrum für Luft- und Raumfahrt, Wildau, Germany.*



## Socio-technological Risk Management in the Implementation of Industry 4.0 – Joint Project SORISMA

Involved: Prof. Dr. Heiko Seif

The research project SORISMA –  
“Socio-technical Risk Manage-  
ment in the Introduction of



Industry 4.0” – is a joint project of nine partners under the project management of the Fraunhofer Institute for Mechatronics Design IEM. It is funded by the European Regional Development Fund (ERDF) with around 2.7 million EUR over three years. SORISMA systematises the interactions between the factors of technology, organisation and people in the context of Industry 4.0 (duration: 2019 to 2021).

Industry 4.0 is the vision, but the journey is often complicated and difficult to follow: Implementing Industry 4.0 solutions offers companies many benefits and is a key success factor for their profitability. However, implementation is an extensive, ongoing process that not only involves technical aspects, but also has a direct impact on the organisation and people. As a result, the risks associated with implementing Industry 4.0 solutions are difficult to assess. For this reason, the SORISMA project is investigating how holistic, socio-technical risk management can succeed in the context of Industry 4.0. The aim is to enable companies to minimise risks during the future implementation of Industry 4.0.

The aim of the project is to develop practical measures and methods that enable companies to identify socio-technical risks at an early stage and to implement Industry 4.0 solutions in a risk-optimised manner. To this end, the joint project is divided into five cross-sectional projects: Risk Analysis, Risk Assessment, Risk Control, Risk Monitoring and Tool Support.

Four user companies are involved in the development and testing of the project results. They develop use cases and possible risks in a cross-company industry group, thus ensuring the practical relevance of the research content. Selected use cases will then be implemented in pilot projects to validate the research results. In the process, the companies are supported in the risk-optimised introduction of Industry 4.0. The results will be continuously disseminated through the integration of trade unions and transfer networks with direct access to a large number of SMEs in NRW.

### Academic Conference Presentations

Seif, H. (2020, January 13-14). *Soziotechnisches Risikomanagement bei der Einführung von Industrie 4.0 – Risikoanalyse auf Basis einer Delphi Studie. Verbundtreffen SORISMA, Paderborn, Germany.*

Seif, H. (2019, December 17). *Prinzipien zur Entwicklung einer Plattformstrategie für kleine und mittelständische Unternehmen. CODE University Berlin, Germany.*





## Potential of Digital Platforms for Businesses – Joint Project DigiBus

Involved: Prof. Dr. Heiko Seif

The research project DigiBus – Digital Business is a joint project of six partners under the project management of the Fraunhofer Institute for Mechatronics Design IEM. It is funded by the technology network it's OWL with around 2.7 million EUR (duration: November 2018 to November 2020).

Digital platforms such as Amazon, Uber and Airbnb have changed their industries in the B2C sector. This transformation is increasingly taking place in B2B markets as well. For example, digital platforms such as 365FarmNet and ADAMOS, a software platform for digital production, are emerging in agriculture and in mechanical and plant engineering.

In order to remain competitive and generate revenue beyond product sales, manufacturing companies must increasingly integrate their products with services. Digital platforms enable them to offer customers an end-to-end solution, from order entry to production and logistics. This requires innovative solutions that offer added value to the customer and thus generate the willingness to pay. For companies, however, entering the platform business is difficult and involves numerous questions.

The aim of the project is to develop the potential of digital platforms for businesses. It will identify which market services are suitable for platform business, how existing platforms can be used and what changes need to be made in companies. Based on a platform radar, different reference platform strategies for SMEs will be developed. A guideline will support companies in developing their individual strategy. In the context of application design, role profiles and organisational structures necessary for the development of a platform will also be developed.

### Academic Conference Presentation

Seif, H. (2019, June 11). Marktanalyse zu aktuellen IIoT Plattformen im US-amerikanischen Markt. It's OWL Forschungsprojektaus-schuss, Paderborn, Germany.

### Practitioner Meeting Presentations

Seif, H. (2019, May 8). It's OWL Plattformstrategien für die Digitalisierung produzierender Unternehmen. OMR Hamburg, Germany.

Seif, H. (2019, March 5). Ansätze zur Digitalisierung in dünn besiedelten Regionen. Fachgruppe Digitalisierung Nordrhein-Westfalen, Paderborn, Germany.

## Predictive Maintenance

Involved: Prof. Dr. Hans H. Jung

The "Industry 4.0 Bavaria – Production and Business Models of Tomorrow" project, organised by VDMA Bavaria and funded by the Bavarian Ministry of Economic Affairs and Media, Energy and Technology, aims to support SMEs on their way to becoming digitalised and networked companies. To this end, the various opportunities for faster, more efficient and better processes as well as new sources of income inherent in digitalisation will be addressed. The aim is to identify options for action and to demonstrate the concrete benefits of Industry 4.0 for SMEs. An important topic in the Industry 4.0 environment is predictive maintenance and the question of how to create added value from data through networking, data and its analysis. The aim of the project is to provide SMEs with an overview of the performance of current methods and tools on the topic of predictive maintenance and the procedure for tapping the potential.

The knowledge transfer will take place in the form of active workshops, such as hackathons, using concrete application examples from industry. For the practical implementation in the workshop, powerful open source tools (Python, SciKitLearn, R, etc.) will be used, which can also be used in the company. The use case from the area of predictive maintenance and the data for the evaluation will be provided by VDMA companies in order to establish a direct practical relevance.

Based on an established methodology such as CRISP-DM (Cross Industry Standard Process for Data Mining), the field of predictive maintenance is to be systematically opened up to the participants through appropriate preparation and moderation of the hackathon.

The project was carried out under the direction of Prof. Hans H. Jung at the Munich Business School in November 2017. At the request of VDMA Bavaria, another event took place in June 2018.

Further Intellectual Contributions to the Research Topic of Industry 4.0

### Practitioner Meeting Presentations

Seif, H. (2019, June 21). Insights to German Research Projects in the Field of Industrial Internet Technologies – Current State of the Art and Future Prospects. Delegation Meeting of Indian Representatives. Munich Business School, Munich, Germany.

Seif, H. (2019, February 22). Rentabilitätsbetrachtung von Industrie 4.0 Lösungen für Investitionsentscheidungen. 3<sup>rd</sup> Growth Friday, Donner & Reuschel München, Munich, Germany.

## 2.2.3 New Concepts of Mobility

Involved: Prof. Dr. Hans H. Jung

In-vehicle information and communication systems and the networking of transport modes with road traffic and infrastructure are key issues for the industry, along with powertrain electrification and the development of new business models.

### MBS Connected Vehicle Lab

With the MBS Connected Vehicle Lab, Munich Business School, under the direction of Prof. Hans H. Jung, has established a research and training facility to accompany the studies. It is run by a core team of scientists and representatives from industrial companies and is based on trust and positive value contributions. Student training is one of the core contributions of the MBS Connected Vehicle Lab; other forms of training, such as executive education, are also possible. The lab follows the principles of "Open Innovation"; the didactic methods include "Action Learning" as well as "Case Based Research", agile methods and approaches such as "Innovation Scrum" or "Lean Start-up". In addition, MBS professors are involved in numerous research and practical projects related to digitalisation.

### Connected Mobility

Involved: Prof. Dr. Hans H. Jung, Prof. Dr. Heiko Seif

Digital technologies are an essential foundation for innovation in future mobility products and services. Vehicle manufacturers and vehicles are becoming system elements for networked mobility ecosystems that recognise the needs of all participants and harmonise them with environmental factors. The vehicle is increasingly becoming a platform for innovative business models for connected mobility.

#### Working Paper/Report

*Birk, M. L., Pietsch, D., Jung, H. H. (2020). Der Einfluss des Megatrends Digitalisierung auf den Vertrieb eines Automobilherstellers an Endverbraucher anhand der Customer Journey. Munich Business School Working Paper Series Research (ISSN 2367-3839), 2020-02.*

#### Practitioner Meeting Presentations

*Jung, H.H. (2022, November 29). Keynote: Mobilität der Zukunft, UNITY AG, Fachkonferenz Smart Mobility Day 2022, Virtual Event.*

*Jung, H. H. (2019, December 5). Keynote 2: Processes & Cooperations. VDE-ITG working group 5.7, Munich, Germany.*

*Czerechowicz, R., Jung, H. H. (2018, November 26). Google Culture & Work Environment. MBS Connected Vehicle Lab, Munich Business School, Munich, Germany.*

*Glanzmann, G., Jung, H. H. (2018, November 14). Digitale Geschäftsmodelle für die Einspurmobilität der Zukunft. MBS Connected Vehicle Lab, Munich Business School, Munich, Germany.*

*Faust, H., Jung, H. H. (2018, October 29). Woodstock oder Waterloo – über den notwendigen Kulturwandel in Unternehmen. MBS Connected Vehicle Lab, Munich Business School, Munich, Germany.*

#### Other Intellectual Contribution

*Stadler, H., Gstöttl, C., Schick, B., Nguyen, M., Jung, H. H. (2021, March 3). Panel Discussion Customer Experience and New Mobility. MBS Webinar, Munich, Germany*

### Joint Electronics Roadmap for Innovation in the Automotive Value Chain – Joint Project GENIAL!

Involved: Prof. Dr. Hans H. Jung

The German Federal Ministry of Education and Research (BMBWF) is funding a joint project coordinated by Audi AG called "GENIAL!" to optimize the interaction between car manufacturers and their component and technology suppliers and thus increase the speed of innovation in the automotive value chain. The acronym stands for "Joint Electronics Roadmap for Innovations in the Automotive Value Chain". The goal is to make the future development of microelectronic automotive components more efficient (duration: October 2018 to September 2023).

#### Practitioner Meeting Presentation

*Jung, H. H. (2019, December 5). Keynote 2: Processes & Cooperations. VDE-ITG working group 5.7, Munich, Germany.*

## 2.2.4 Economics of Digital Transformation

Involved: Prof. Dr. Florian Bartholomae

“E-Commerce”, “Industry 4.0”, or “Sharing Economy” are terms that stand for progress, innovation, and new impulses in the economy. The driving and causal force behind these developments is “digitalization”, which is seen as a paradigm shift in the economy and leads or is expected to lead to considerable upheavals in production and organization. Digitization, i.e., the conversion of (physical) information into (electronic) bit sequences, enables the digitalization of business processes, i.e., the optimization of the use of digitized information. A consistent adaptation of all business processes can ultimately lead to the digital transformation of the company. This individual economic development has an impact on market structures, industries, and the economy as a whole yielding to a digital transformation of the economy. Thus, the goal of this research area is to understand this development with the help of economic instruments, to analyze its effects on the economy, and to derive policy recommendations.

### Academic Journals

Du, L., Bartholomae, F. W., Stumpfegger, E. (2022). Success Factors in Equity Crowdfunding – Evidence from Crowdcube, *Entrepreneurship Research Journal*, aop, <https://www.degruyter.com/document/doi/10.1515/erj-2021-0519>.

Bartholomae, F. (2020). A Simple Economic Model to Explain Different Digitization Patterns, *Applied Economics Quarterly*, 66 (4), 239-257.

Bartholomae, F. W., Rafih, P. (2020). What Drives Bitcoins? A Comparative Study of Bitcoin Prices and Financial Asset Classes, *CESifo Forum*, 21 (1), 41-45.

Bartholomae, F.W., Morasch, K., Johannemann, K. (2019). Informationsökonomik II: Adverse Selektion, Screening und Signaling. *wisu*, 48 (8-9), 959-966.

Bartholomae, F. W., Morasch, K., Johannemann, K. (2019). Informationsökonomik I: Erwartungsnutzen, Informationssysteme und Moral Hazard. *wisu*, 48 (7), 826-832.

Bartholomae, F. W. (2018). Digital Transformation, *International Competition and Specialization*. *CESifo Forum* 19 (4), 23-28.

### Academic Conference Presentation

Bartholomae, F. W. (2021, July 1). Digitaler Wandel. Herausforderung für Wirtschaft und Gesellschaft – Impulsvortrag Kick-off Event 2<sup>nd</sup> MBS Researchathon, Microsoft, EY and Munich Business School, Munich, Germany.

### Working Papers/Reports

Bartholomae, F. W., Nam, C. W., & Steinhoff, P. (2023). Does Federalism Affect E-Government in Germany?. *CESifo Working Paper No. 10260*.

Du, L., Bartholomae, F., & Stumpfegger, E. (2021). What Factors are Relevant for Success in UK Equity Crowdfunding? *Munich Business School Working Paper Series (ISSN 2367-3869), 2021-01 (MBS Working Paper)*

Bartholomae, F. W. (2020). Lohnt sich die Digitalisierung für jedes Unternehmen – im Hinblick auf hohe Investitionskosten und die Gefahr durch Cyberkriminalität? Eine analytische Betrachtung. *Munich Business School Working Paper Series (ISSN 2367-3869), 2020-01*

### Practitioner Journal

Bartholomae, F. W., Stumpfegger, E. (2022). Digitalisierungsdruck in der Finanzbranche – Im Spannungsfeld zwischen Kundenwünschen und neuen Wettbewerbern, *CFO aktuell*. *Zeitschrift für Finance & Controlling*, 1/2022, 8-10.

### Practitioner Meeting Presentations

Bartholomae, F. (2023, February 6). E-Government: Anforderung – Herausforderung – Lösung (E-Government: Requirement – Challenge – Solution). 13. Digitalisierungskongress „Digitalisierung und E-Government“, Hochschule für angewandtes Management, Ismaning, Germany.

Bartholomae, F. (2019, July 4). Spieltheoretische Entscheidungsgrundlagen der Digitalisierung am Beispiel der Finanzbranche (Game Theoretic Decision Basis for Digitalization Using the Example of the Financial Industry). 8. Digitalisierungskongress “Digitalisierung in der Finanzbranche – Auswirkungen auf die Unternehmenspraxis“, Hochschule für angewandtes Management, Ismaning, Germany.

Bartholomae, F. W. (2019, July 4). Game Theoretic Decision Basis for Digitization Using the Example of the Financial Industry. Digitalisierung in der Finanzbranche – Auswirkungen auf die Unternehmenspraxis. 8. Digitalisierungskongress der BWL Fakultät, Hochschule für angewandtes Management, Munich, Germany.

### Other Intellectual Contribution

Bartholomae, F. W. (2019, April 3). Digitalisierung. Ökonomische Analyse ausgewählter Aspekte. *MBS Brown Bag Seminar*, Munich Business School, Munich, Germany.

## 2.2.5 Digital Communities

Involved: Prof. Dr. David Wagner

The digital transformation of society and the world of work through the adoption and use of new information technologies is accelerating, transforming business processes and strategies, organizational competencies, products, services, and the relationships of all stakeholders. A critical component of the digital transformation is the interconnectedness of our society through social media and online communities. These digital meeting places allow people to meet virtually and exchange ideas on topics that are important to them. The spectrum of existing communities is broad, ranging from product- or brand-related offerings to interest groups to the organization of social and political campaigns. Social media and online communities are also becoming increasingly popular in organizational contexts – as overarching Enterprise 2.0 projects, in public relations, marketing, human resources or innovation management. The development and maintenance of communities are central goals of organizational action. This broad spectrum of online communities, social media and community management is explored in its many aspects in this research area.

### Academic Journals

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

Wagner, D. (2023). *A Review and Research Agenda for Brand Communities in Sports*. *International Journal of Sport Communication*, 16(3), 335–343. <https://doi.org/10.1123/ijsc.2023-0114>



### Academic Book Chapters

Matz, L., Abeza, G., Wagner, D. (2022). *COVID-19 and the Bundesliga: A study of digital fan engagement strategies in professional soccer*. In P. M. Pedersen (Ed.), *Research Handbook on Sport and COVID-19*. Edward Elgar.

<https://www.e-elgar.com/shop/gbp/research-handbook-on-sport-and-COVID-19-9781802207569.html>

Wagner, D. (2021). *Online Communities in Sport*. G. Abeza, N. O'Reilly, J. Sanderson, & E. Fredrick (Eds.). *Social Media in Sport: Theory and Practice* (pp. 57–82). Hackensack, NJ: World Scientific. [https://doi.org/10.1142/9789811237669\\_0003](https://doi.org/10.1142/9789811237669_0003)

### Academic Conference Proceedings

Braun, M.-L., Wagner, D., Henkel, D. (2021). *Uses and Gratifications of Online Sports Communities: A Multiple Case Study*. In Köhler, T., Schoop, E., Kahnwald, N. & Sonntag, R. (Eds.). *Gemeinschaften in neuen Medien. Digitale Partizipation in hybriden Realitäten und Gemeinschaften*. Proceedings of the 24<sup>th</sup> GeNeMe Conference (GeNeMe '21). 236–245. <https://doi.org/10.25368/2022.46>

Wagner, D., Happe, R., Laub, T., Paech, V., Spinks, D., Wagenaar, K. (2021). *Online Panel: Building Communities of Community Builders – An International Perspective*. In Köhler, T., Schoop, E., Kahnwald, N. & Sonntag, R. (Eds.). *Gemeinschaften in neuen Medien. Digitale Partizipation in hybriden Realitäten und Gemeinschaften*. Proceedings of the 24<sup>th</sup> GeNeMe Conference (GeNeMe '21). 388–393. <https://doi.org/10.25368/2022.66>

Tykhologz, Y., Wagner, D., Richter, A. (2020). *Use Cases of Enterprise Social Software in Consulting: A Practice Perspective*. In *Communities in New Media. Research on Knowledge Communities in Science, Business, Education & Public Administration: Proceedings of the 23<sup>rd</sup> GeNeMe Conference (GeNeMe '20)*. 342–352.

Wagner, D., Ellermann, B., Schön, E.-M., Kosub, M. (2020). *Conversational Platforms als strategisches Digitalisierungsinstrument*. In *Communities in New Media. Research on Knowledge Communities in Science, Business, Education & Public Administration: Proceedings of the 23<sup>rd</sup> GeNeMe Conference (GeNeMe '20)*. 75–79.

Wagner, D., Schirmer, H., Brück, A., Peter, G. (2020). *Online-Panel: Communities und Netzwerke als Treiber des digitalen Wandels: Erfahrungen, Perspektiven und Ausblick*. In *Communities in New Media. Research on Knowledge Communities in Science, Business, Education & Public Administration: Proceedings of the 23<sup>rd</sup> GeNeMe Conference (GeNeMe '20)*. 60–64.

Wagner, D. (2018). *Community Management in 2018: Bedeutung, Trends und Praktiken*. In *Communities in New Media. Research on Knowledge Communities in Science, Business, Education & Public Administration*. Proceedings of the 21<sup>st</sup> Conference GeNeMe (GeNeMe '18), Dresden, Germany (pp. 10–11).

### Academic Conference Presentation

Gashaw, A., Achen, R., Cianfrone, B., Frederick, E., Mamo, Y., O'Reilly, N., Sanderson, J., Su, Y., Wagner, D. (2022). *Social Media as an Agent of Change in Sport*. Panel presented at the North American Society for Sport Management (NASSM) Annual Conference, Atlanta, GA. (04.06.2022).



### Working Papers/Reports

Clauss, A., Collet, S., Laub, T., Lämmer, S., Schnurr, J.-M., & Wagner, D. (2020). *Profilinterviews zu den BVCM-Berufsbildern*. Nordkirchen: Bundesverband Community Management e. V. für digitale Kommunikation und Social Media.

Clauss, A., Collet, S., Laub, T., Kämmer, S., Schnurr, J.-M., Wagner, D. (2019). *Social-Media- und Community-Management in Deutschland 2018*. Nordkirchen: Bundesverband Community Management e.V. für digitale Kommunikation und Social Media. Retrieved from <https://www.bvcm.org/wp-content/uploads/2021/11/BVCM-Studie-2018.pdf>



### Practitioner Meeting Presentations

Wagner, D. (2021, July 27). *Ist Customer Engagement über Social Media überhaupt (noch) möglich?* #d2mtalk Marathon, Munich, Germany.

Wagner, D. (2021, April 27). *Trends im Customer Engagement und Community Management.* #d2mtalk, episode 55, Munich, Germany.

Wagner, D. (2018, December 12). *Social-Media- und Community-Management in Deutschland 2018.* 84<sup>th</sup> Mercedes-Benz Social Media Night, Stuttgart, Germany.

Wagner, D. (2018, October 24). *Social Media im Sportmanagement.* MedienCampus Bayern, Munich, Germany.

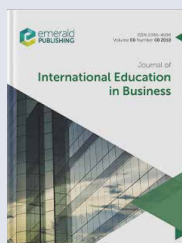
## 2.2.6 Use of Digital Technologies in Knowledge Transfer

Involved: Prof. Dr. Sophie Hieke, Prof. Dr. Patricia Kraft, Prof. Dr. Gabriella Maráz, Prof. Dr. Christian Schmidkonz, Prof. Dr. Heiko Seif, Prof. Dr. David Wagner, Prof. Dr. Chris Weilage

For some time now, an arsenal of digital technologies has been used in higher education, including fully online courses. Research has also been devoted to e-learning. However, digital knowledge transfer has only become a reality due to the ongoing COVID-19 pandemic, and higher education institutions around the world have had to change their teaching concepts, sometimes overnight. Many of the teaching approaches currently in place are largely born out of necessity and are neither structured nor evidence-based. However, it is clear that the education sector has also undergone a massive digitalization that will continue well beyond the pandemic. In order to develop the best possible concepts for knowledge transfer across the broad spectrum of students, a precise needs analysis, the testing of promising methods and the systematic elaboration of success factors are required. Munich Business School is committed to researching this topic in order to identify the ideal use of digital technologies in teaching and learning and to make it measurable over time.

### Academic Journals

Kittlmann, F., Kraft, P., & Schmid, E. (2023). *Experiential Learning During Lockdown: A Teaching Case Describing Intercultural Competency Development Through the Mechanism of Reflection Using Different Digital Teaching Methods.* *Journal of International Education in Business.* <https://doi.org/10.1108/JIEB-06-2022-0044>



Weilage, C., & Maraz, G. (2022). *Online Study's Influence on International Student Employability Factors in Germany: Germany vs. Overseas Based Students.* *Journal of Teaching in International Business.*

Weilage, C., & Stumpfegger, E. (2022). *Technology acceptance by university lecturers: a reflection on the future of online and hybrid teaching.* *On the Horizon*, 30.2, pp. 112-121. <https://doi.org/10.1108/OTH-09-2021-0110>

### Academic Book Chapters

Piersig, K., Pumpat, M., Wagner, D., Eckhardt, A. (2020). *Erfolgsfaktoren für die didaktische Gestaltung von Corporate MOOCs: Erkenntnisse aus dem MOOC Human Resource Management in the Digital Age der German Graduate School of Management and Law GGS.* In M. Deimann & C. Friedl (Eds.), *Machen MOOCs Karriere?* (pp. 77-105). Berlin, Heidelberg, Germany: Springer Gabler. [https://doi.org/10.1007/978-3-662-59780-4\\_5](https://doi.org/10.1007/978-3-662-59780-4_5)

Kraft, P., Reszat, M., Scherle, N. (2018). *Vom smarten Kunden zum smarten Lernenden: Ausgewählte Einblicke in den innovativen Einsatz digitaler Medien in der Marketinglehre an Hochschulen.* In L. Winnen, A. Rühle, & A. Wrobel (Eds.), *Innovativer Einsatz digitaler Medien im Marketing* (pp. 137-154). Wiesbaden: Springer Gabler Verlag. [https://doi.org/10.1007/978-3-658-16774-5\\_10](https://doi.org/10.1007/978-3-658-16774-5_10)

### Academic Conference Proceedings

Zeiher, S., Richter, A., & Wagner, D. (2023). *Towards Domain-specific Knowledge on Digital Transformation – The Case of the Furniture Industry.* *ECIS 2023 Research Papers 317.* [https://aisel.aisnet.org/ecis2023\\_rp/317](https://aisel.aisnet.org/ecis2023_rp/317)

**ECIS**  
2023  
European Conference on Information Systems  
Kristiansand, Norway

Hieke, S., & Schmidkonz, Ch. (2020). *Jump starting e-learning: the impact of COVID-19 on perceived learning success – A real-time case study.* In *Communities in New Media. Research on Knowledge Communities in Science, Business, Education & Public Administration: Proceedings of the 23<sup>rd</sup> GeNeMe 2020 Conference (GeNeMe '20).* 391-402.

## 2.2.7 Connected, Conscious Use of Technology and Digitalization

Involved: Prof. Dr. Patricia Kraft, Prof. Dr. Christian Schmidkonz

Digitalization has positively changed everyday life around the world in many ways. It influences the way we work, communicate, and move around. In particular, the mobile Internet in general and the smartphone in particular have revolutionized everyday and professional life in terms of work processes, workplaces, and work patterns. Laptops and smartphones enable constant accessibility, which is increasingly blurring the boundaries between work and everyday life and allowing the expansion of flexible working time models. At the same time, digitally induced stress in the workplace is on the rise. Digital overload not only limits productivity in the workplace but can also have serious health consequences. A “healthy” and mindful approach to technology and digital solutions is therefore crucial in both professional and private life. Based on the concept of “conscious business”, this research area addresses the challenges and possible solutions from different perspectives.

### Academic Books

Schmidkonz, Ch. (2021). *Quick Guide. Glück im Arbeitsleben. Wie der Arbeitsalltag in Unternehmen gesünder, glücklicher und erfolgreicher gestaltet werden kann.* Springer Gabler. <https://doi.org/10.1007/978-3-662-63903-0>

Welledits, V., Schmidkonz, Ch., Kraft, P. (2019). *Digital Detox im Arbeitsleben. Methoden und Empfehlungen für einen gesunden Einsatz von Technologien.* Wiesbaden: Springer. <https://doi.org/10.1007/978-3-658-28071-0>

### Practitioner Journals

Schmidkonz, Ch., Kraft, P., Welledits, V. (2019). Zurück zur Selbstbestimmung. *Human Resource Manager*, 06/2019, 74-77.

Schmidkonz, Ch., Kraft, P., Reitmeier, P. (2018). Transformative Technologien. Wie Technologien zur inneren Ruhe führen sollen. *KMU-Magazin*, 11/12, 42-45.

## 2.2.8 Other Intellectual Contributions to the Digital Transformation Research Field

### Academic Journals

Wagner, D. (2023). *Critiquing the Social Media Scholarship in Sports Studies: A Sport Entrepreneurship Analysis.* *International Journal of Sport Communication*, 16(2), 104-109. <https://doi.org/10.1123/ijsc.2022-0198>

Sharma Nittala, S., Shah Bharadwaj, S., Tripathi, S., & Seif, H. (2021). *Service Innovation enabled by Internet of Things and Cloud Computing – A Service-Dominant Logic Perspective.* *Technology Analysis & Strategic Management*. <https://doi.org/10.1080/09537325.2021.1903417>

### Academic Conference Presentations

Bartholomae, F. W. (2021, July 1). *Digitaler Wandel. Herausforderung für Wirtschaft und Gesellschaft. Impulsvortrag Kick-off Event 2<sup>nd</sup> MBS Researchathon (Microsoft, EY and Munich Business School).*

Schmidkonz, Ch. (2018, December 14). *How Sports Events Interact with Social Media: Three Case Studies from Germany.* *International Forum on Sports Management, National Taiwan Sports University, Taiwan.*

### Practitioner Meeting Presentations

Bartholomae, F. (2023). *E-Government: Anforderung – Herausforderung – Lösung.* 13<sup>th</sup> Conference on Digitalization on the topic of „Digitalisierung und E-Government“. University of Applied Management, Ismaning, Germany.

Seif, H. (2023, April 25-27). *Open Innovation and Effective Corporate – Startup Engagement. How to Foster Startup Collaboration with Corporate Innovation Organisations.* Keynote. KOMPAS VC Founders' Retreat, 25<sup>th</sup>-27<sup>th</sup> of April 2023, Cambridge University, Cambridge, UK.

### Other Intellectual Contribution

Pirner, P., Jung, H. H. (2021, July 19). #39 CX in der digitalen Stadt. Der Weg zur Smart City. Hans Jung (Unity) im Gespräch mit Peter Pirner (i-CEM) [Audio file]. Retrieved from <https://spoti.fi/3etEsZG> (19.07.2021)



## 2.2.9 Doctoral Theses in the Research Field of Digital Transformation

The following doctoral dissertations were successfully completed in the Digital Transformation research field during the reporting period:

*Krause, T. (2023). Optimizing Manufacturing Business Model Designs using AI-based Simulation Services for Siemens Energy. DBA Thesis, Sheffield Hallam University, UK.*

*Martin, A. (2023). Enhancing Business-to-Business Relationship Value Using Service Digitalization – Opportunities and Challenges. DBA Thesis, Sheffield Hallam University, UK.*

*Dereyemaeker, T. (2021). Environmental Sustainability and Reshoring in the Automotive Industry. A Multiple Cases Study. DBA Thesis, Sheffield Hallam University, UK. <https://shura.shu.ac.uk/29324/>*

Dereyemaeker's thesis resulted in a paper that won the IPSERA Jönköping 2022 Award for best paper in sustainability:

*Mcivor, R., Bals, L., Dereyemaeker, T., & Förstl, K. (2022). Reshoring for Sustainability: A Multi-Theory Decision-Making Framework. Academy of Management Annual Meeting Proceedings 2022-1. <https://doi.org/10.5465/AMBPP.2022.11230abstract>*

The following doctoral theses are currently being worked on in the Digital Transformation research field in the DBA program or by employees of the university and supervised by professors of Munich Business School (the titles are working titles):

*Abazi, F. (planned). Digital Value creation – The Formulation of (Technology) Strategies in the Age of Global Crises. DBA Thesis, Sheffield Hallam University, UK (Supervisor: G. Abeza, Munich Business School).*

*Benning, J. (planned). Integration of Virtual Teams in the Field of Stationary Trade. DBA Thesis, Sheffield Hallam University, UK (Supervisors: I. Ali, Sheffield Hallam University, A. Arndt, Munich Business School).*

*Demmel, A. (planned). Providing Administration Services to European Private Equity Funds: A Strategic Analysis. DBA Thesis, Sheffield Hallam University, UK (Supervisors: J. Hofinger, Munich Business School; R. Breese, Sheffield Hallam University).*

*Depner, S. (planned). Strategic, Economic, and Operational Key Criteria, which allow European System Integrators and IT Service Providers to successfully transform their Business into a Cloud Managed Service Provider. DBA Thesis, Sheffield Hallam University, UK (Supervisors: K. Pamdya, Sheffield Hallam University, A. Richter, Munich Business School).*

*Diepolder, M. (planned). Beyond Digitalization: The Successful Digital Transformation of Small and Medium-Sized Enterprises. DBA Thesis, Sheffield Hallam University, U.K. (Supervisors: D. Wagner, Munich Business School; R. Woodhead, Sheffield Hallam University).*

*Gottselig, J. (planned). Managing Digital Transformation through Organisational Transformation. DBA Thesis, Sheffield Hallam University, UK (Supervisors: A. Suhm, Munich Business School; V. Parikh, Sheffield Hallam University).*

*Hassmann, T. (planned). Why do Business Customers want Sustainable Cloud-based Software Services? Establishing a Customer-driven Sustainability Prioritization Framework for Software-as-a-Service Provider. DBA Thesis, Sheffield Hallam University, UK (Supervisor: M. Westner, Munich Business School).*

*Kermanar, P. (planned). Brazilian Automotive Industries: Challenges of Disruptive Technology in Training and People's Management. DBA Thesis, Sheffield Hallam University, UK (Supervisors: S. Johnson, Sheffield Hallam University; P. Allen, Sheffield Hallam University).*

*Kohnke, K. (planned). Digital Innovation through Blockchain-based Ecosystem Strategies: A new Institutional Economics Perspective. . DBA Thesis, Sheffield Hallam University, UK (Supervisor: D. Wagner, Munich Business School).*

*Kuzmic, I. (planned). Investing in decentralized autonomous organizations: Capturing the value for the financial industry. DBA Thesis, Sheffield Hallam University, UK (Supervisor: D. Wagner, Munich Business School).*







Lampe, K. (planned). *Business Model Change in a Shared Service Context – A Dynamic Capabilities Perspective*. DBA Thesis, Sheffield Hallam University, U.K. (Supervisors: D. Wagner, Munich Business School; A. Ali, Sheffield Hallam University; P. Coombes, Sheffield Hallam University).

Lazaro, M. (planned). *Creating Revenue Models from Non-Fungible Tokens as Part of the Continuous Next*. DBA Thesis, Sheffield Hallam University, U.K. (Supervisor: A. Richter, Munich Business School).

Pyplasz, R. (planned). *The development of data products as an enabler for the energy transition: The case of a multinational company*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: David Wagner, Munich Business School).

Purovic, D. (planned). *„Digital or Fail“: How Construction Machinery Manufacturers counter the All-Changing Trend of Digitization*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: T. Röhm, Munich Business School; K. Dunn, Sheffield Hallam University).

Simon, F. (planned). *The Application of the Principles of Artificial Intelligence to an Integrated Management System*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: Th. Röhm, Munich Business School; S. Fidment, Sheffield Hallam University).

Stargardt, H. (planned). *Critical Incidents of Data Flow Failure in Accounting Information Systems – Practice Survey for Financial Industry*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: K. Bubmann, Munich Business School; D. Mali, Sheffield Hallam University; R. Woodhead, Sheffield Hallam University).

Starke, S. (planned). *Managing Supply Chain Uncertainty Through Big Data: A Practice-Integrated Approach to Mitigate Procurement Risks*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: A. Kruschke, Munich Business School, R. Woodhead, Sheffield Hallam University).

Taherian, E. (planned). *The Impact of Knowledge Management on Efficiency and Effectiveness in the Credit Specialty Industry: A case study of a multinational enterprise*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: D. Wagner, Munich Business School; O. Matthias, Sheffield Hallam University; Kayhan Tajeddini, Sheffield Hallam University).

Trinkwalder, S. (planned). *Towards a Smart Factory: Studying Cyber-Physical Production Systems and Organisational Change*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: H. Seif, Munich Business School; S. Fidment, Sheffield Hallam University).

Wannhoff, A. (planned). *Corporate Digital Responsibility (CDR) as a Strategy for Sustainable Digitisation in Germany – Relevance for DAX 40 Companies*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: M. Westner, Munich Business School).

Zeiber, S. (planned). *Industry 4.0 in the South East Asian Furniture Industry*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: A. Richter, Munich Business School; A. Luong, Sheffield Hallam University).



## 2.3 RESEARCH FIELD MARKETING & COMMUNICATION

Involved: Prof. Dr. Sophie Hieke (chair), Prof. Dr. Hans H. Jung, Prof. Dr. Patricia Kraft, Prof. Dr. Gabriella Maráz, Prof. Dr. Jack Nasher, Prof. Dr. David Wagner, Prof. Dr. Alexander Hahn (until September 30, 2018)

### Description

Munich Business School understands marketing in the broadest sense as a philosophy of **market-oriented management** – i.e., as a management approach – and follows the definition of the research field of the American Marketing Association (AMA): “Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offers that have value for customers, clients, partners, and society at large. In general, it is about analyzing and addressing strategic challenges in a changing global and digital environment. This includes the continuous understanding of markets, customers, and trends (**consumer behavior**), the strategic and operational **marketing management** based on this, the development and maintenance of brands (brand management) and the role of **communication**.”

In the digital age and against the backdrop of ever faster innovation cycles, the role of innovation marketing, i.e., the successful **marketing of innovations**, must also be listed as a central component. In addition, lean marketing organizations and processes, as well as the targeted management of information about companies, brands, events, and individuals in the aforementioned markets, have become critical success factors for companies. These areas are becoming increasingly important against the backdrop of **globalization and digitalization, as well as the importance of sustainable and ethical behavior in the discipline of marketing**. Accordingly, the study of decision and decision maker behavior (decision marketing) is an essential component and is applied in the research activities of MBS (see Figure 14).

This basic and application-oriented research is clearly reflected at MBS. The incorporation, embedding and linking of research with teaching at MBS leads to synergies between students, lecturers and research project partners from academia and companies and extends beyond Germany into international research cooperations.

### Research Objectives

In order to gain a deeper understanding of the new challenges, Munich Business School has set itself the following four research goals in the field of Marketing & Communication in the various areas mentioned above, which are currently being concretized through the research topics also mentioned here (and described in detail below):

- Current topics and trends in **consumer behavior**, consumer preferences and attitudes toward products, services and information.
- Deep understanding of the challenges of **building, managing and controlling brands** in an ever-changing competitive, global and digital environment.
- Research on **application-related communication mechanisms**, both interpersonal and between organization/brand and individuals / target groups.
- Deep understanding of the **commercialization of innovation** and new technologies to external stakeholders.

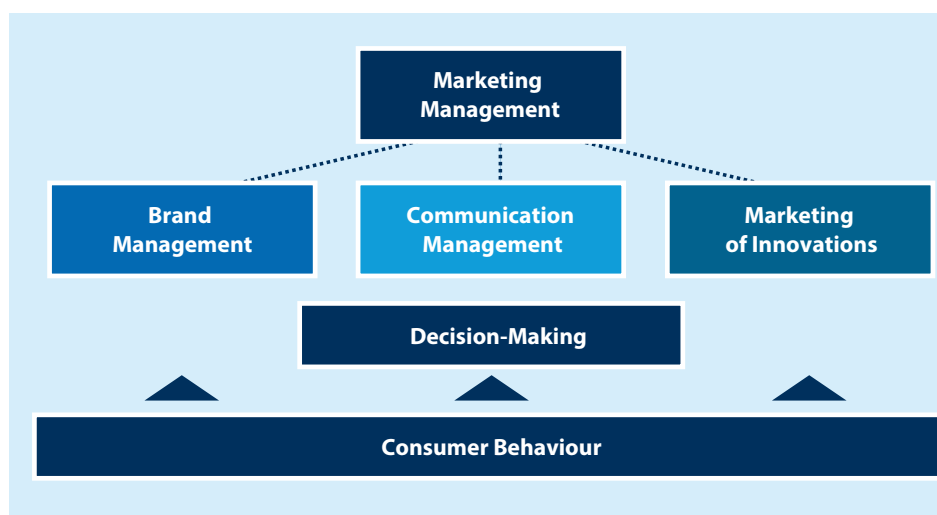


Figure 14: Marketing und Communication

## Relevance to the MBS Vision and Mission

Students at Munich Business School should be prepared to take on management responsibility in these areas through their choice of focus on marketing. Against the background of the challenges of globalization and digitalization described above, the application-oriented expertise, especially in the areas of marketing management, brand management, innovation management and the focus on digital topics (think innovatively) as well as the consideration of the international environment (live globally minded) are crucial. These are decisively enriched by the application-oriented research of MBS. It is also important to pay special attention to the assumption of corporate responsibility and sustainable as well as ethical business practices in all areas of marketing education and research. This includes, for example, the consideration of an extended environmental perspective in the sense of a society-oriented marketing that goes far beyond a narrow market view (act responsibly).

## Research Topics

The following main research topics are addressed in the research field of Marketing & Communication:

1. **Consumer Behaviour** (see 2.3.1)
2. **Marketing Management** (see 2.3.2)
3. **Brand Management** (see 2.3.3)
4. **Marketing of Innovations** (see 2.3.4)
5. **Communication Management** (see 2.3.5)
6. **Decision Making** (see 2.3.6)



## 2.3.1 Consumer Behaviour

Involved: Prof. Dr. Sophie Hieke, Prof. Dr. Hans H. Jung,  
Prof. Dr. Patricia Kraft

A good understanding of customer behavior forms the basis for all marketing decisions and is a prerequisite for developing strategies and deriving recommendations for action in marketing and communications. Especially in the context of constantly changing global conditions and new trends, continuous research into preferences, attitudes and behavioral intentions is essential. This includes cross-country comparisons and analysis of cultural differences, as companies now operate in a global network and need to be aware that their customers act differently and need to be approached differently. In addition, a better understanding of consumer needs can contribute to the regulation of markets, both through self-regulation and legislative initiatives.

### Academic Journals

Kraft, P., Dowling, M., Helm, P. (2021). Customer Value Creation with Industrie 4.0: Business Models in the German Mittelstand. *International Journal of Technology, Policy and Management*, 21(1), 47-68.

Rennollet, I., Schmidkonz, Ch., Kraft, P. (2020). The role of purpose in consumer choice: a comparison between baby boomers and millennials in Germany with a focus on sustainability and consciousness. *World Review of Entrepreneurship, Management and Sustainable Development*, 16(3), 241-261.  
<https://doi.org/10.1504/WREMSD.2020.10026389>.

### Academic Conference Presentation

Jung, H. H. (2019, December 10). Digitalisierung im Vertrieb – Optimierung der Digital Customer Experience. 6. Öffentliche Ringvorlesung Digital Tuesday – Shaping the future together, Constance, Germany.

### Working Papers/Reports

Bieliaieva, N., Jung, H. H., Vulpus, S. (2022). Analyse des digitalen Reifegrades potenzieller E-Commerce Lösungen in der deutschen Energiebranche am Beispiel einer White Label Plattform. *Munich Business School Working Paper Series (ISSN 2367-3839)*, 2022-01.

Huang, K.-J., Rüdiger, H. M., & Jung, H. H. (2021). The Role of Logistics Service Quality in Achieving Customer Satisfaction and Loyalty in the End-Consumer Market Using the Example of the German Motorcycle Industry. *Munich Business School Working Paper Series (ISSN 2367-3839)*, 2021-03.

### Practitioner Journal

Schmidkonz, Ch., & Riedmeier, J. (2021). Luxushopping: aufstrebende Konsumenten verstehen. *ChinaContact*, 2/2021, 34-37.

### Practitioner Meeting Presentations

Jung, H.H. (2023, June 11). Panel Discussion Smart Customer Data, UNITY AG, Fachkonferenz Smart Customer Day, Virtual Event.

Jung, H.H. (2022, October 20). Panel Discussion Connected Experiences – From Launch to Continuous Engagement, 3DIGNITE, Munich, Germany.

Jung, H. H., Vulpus, S. (2019, October 15). Digitalisierung des Kundenmanagements: Erfahrungen beim Energiewirtschafts-Unternehmen E-MAKS GmbH & Co. KG. *Fachkonferenz Digitalisierung im Vertrieb*, Munich, Germany.

## Consumer Food Behavior

Involved: Prof. Dr. Sophie Hieke

Food, nutrition and health play a central role in many disciplines: from public health and its challenges for the healthcare system, to the food value chain and its demands for more transparency, efficiency and regulation, to complex areas such as sustainability and future orientation. In this context, the analysis of consumer behavior is essential to better understand and, where necessary, manage consumption decisions and their consequences. This includes opinion research, preference formation, but also the study of decision-making processes and how they are influenced. On this basis, more complex variables such as the formation and role of customer trust along the food chain can be investigated.

### Academic Journals

Aouinaït, C., Christen, D., Carlen, C., Massri, C., Reipurth, M., Hieke, S., Hegyi, A., Kujáni, K., Major, A., Szegedyné Fricz, A., Hüttl-Maack, V., Gawlik, D., Petropoulou, E., Alfaro, B., Santa Cruz, E., Lameris, M., Kuitens, J., Janssen, F., Braun, S., Chang, B. (2022). Barriers and facilitators of purchasing from short food supply chains in Europe: Insights from stakeholder perspective. *International Journal of Food Studies*, 11 (July 2022), S1196-S1207.  
Issue 11 see DOI: <https://iseki-food-ejournal.com/ojs/index.php/e-journal/article/view/952>

Chang, B., Massri, C., Reipurth, M., Petropoulou, E., Hüttl-Maack, V., Gawlik, D., Kujáni, K., Szente, V., Hegyi, A., Szegedyné Fricz, A., Santa Cruz, E., Benos, T., Aouinaït, C., Campos, D., Alfaro, B., Janssen, F., Theodorakopoulou, I., Iliopoulos, C., Hieke, S. (2022). Barriers and facilitators of purchasing from short food supply chains: Evidence from consumer focus groups in Germany, Spain, Greece and Hungary. *International Journal of Food Studies*, 11 (July 2022), S1208-S1218. Issue 11 see DOI: <https://iseki-food-ejournal.com/ojs/index.php/e-journal/article/view/975>

Festila, A., Hieke, S., Massri, C., Chrysochou, P. (2021). Public Sensemaking of Active Packaging Technologies: A Feature-Based Perspective. *Public Understanding of Science* 30(8), 1024-1040.  
<https://doi.org/10.1177/09636625211015830>

Profeta, A., Baune, M.-C., Smetana, S., Bornkessel, S., Broucke, K., Van Royen, G., Enneking, U., Weiss, J., Heinz, V., Hieke, S., Terjung, N. (2021). Preferences of German Consumers for Meat Products Blended with Plant-Based Proteins. *Sustainability* 13(2), 650.  
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health: Balancing user needs, business model, governance mechanisms and technology. *Trends in Food Science & Technology*, 116 (2021) 405–414. <https://doi.org/10.1016/j.tifs.2021.07.022>

Macready, A., Hieke, S., Klimczuk-Kochanska, M., Szumial, S., Vranken, L., Grunert, K. (2020). Consumer trust in the food value chain and its impact on consumer confidence: A model for assessing consumer trust and evidence from a 5-country study in Europe. *Food Policy*, 92, 101880. <https://doi.org/10.1016/j.foodpol.2020.101880>

Neubig, C.M., Vranken, L., Roosen, J., Grasso, S., Hieke, S., Knoepfle, S., Macready, A., & Masentoe, N. (2020). Action-related information trumps system information: Influencing consumers' intention to reduce food waste. *Journal of Cleaner Production*, 261, 121-126. <https://doi.org/10.1016/j.jclepro.2020.121126>

Hung, Y., Hieke, S., Grunert, K., Verbeke, W. (2019). Setting policy priorities for front-of-pack health claims and symbols in the European Union: Expert consensus built by using a Delphi method. *Nutrients*, 11(2), 403. <https://doi.org/10.3390/nu11020403>

Grunert, K., Hieke, S., Juhl, H. (2018). Consumer wants and use of ingredient and nutrition information for alcoholic drinks: A cross-cultural study in six EU countries. *Food Quality & Preference*, 63, 107-118. <https://doi.org/10.1016/j.foodqual.2017.08.005>

Hartmann, C., Hieke, S., Taper, C., Siegrist, M. (2018). European Consumer Healthiness Evaluation of 'Free-from' Labelled Food Products. *Food Quality & Preference*, 68, 377-388. <https://doi.org/10.1016/j.foodqual.2017.12.009>

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Jeruszka-Bielak, M., Kollajtis-Dolowy, A., Santoro, A., Ostan, R., Berendsen, A.A.M., Jennings, A., Meunier, N., Marseglia, A., Caumon, E., Grillings, R., De Groot, L.C.P.G.M., Franceschi, C., Hieke, S., Pietruska, B. (2018). Are nutrition-related knowledge and attitudes reflected in lifestyle and health among elderly people? A study across five European countries. *Frontiers in Physiology*, 9. <https://doi.org/10.3389/fphys.2018.00994>

Hung, Y., Grunert, K., Hieke, S., Hoefkens, C., Verbeke, W. (2017). Motivation outweighs ability in explaining European consumers' use of health claims. *Food Quality & Preference*, 58, 34-44. <https://doi.org/10.1016/j.foodqual.2017.01.001>

### Practitioner Journal

Hieke, S., Grunert, K. (2020). Wie entscheiden wir, was wir essen? *Ernährungsumschau*, 4/2020, 214-223. <https://doi.org/10.4455/eu.2020.022>

### Practitioner Book Chapters

Hieke, S., Grunert, K. (2019). Measuring the effects of health claims and symbols: the CLYMBOL methodological toolbox. In S. Astley (Ed.), *Health Claims and Food Labelling* (pp. 94-106). Royal Society of Chemistry. <https://pubs.rsc.org/en/content/chapter/bk9781788010733-00094/978-1-78801-073-3>

Hieke, S., Grunert, K. (2018). Introduction: Consumers and health claims. In M. J. Sadler (Ed.), *Food, Nutrients and Food Ingredients with Authorised EU Health Claims Vol. 3* (pp. 19-32). Elsevier.

### Practitioner Meeting Presentations

Hieke, S. (2023, May 18). Clean Labels – How consumers understand them and what this means for you. *Food4Future Conference, Bilbao, Spain*.

Hieke, S. (2022, November 29). Staying up to date with new and developing food trends and ensuring accurate consumer insights. *Online presentation and panel discussion, Excellence in Food Innovation Conference*.

Hieke, S. (2022, October 5). Enabling the Change Panel. *Regional FAO conference SAVE Food, Istanbul, Turkey*.

Hieke, S., (2022, September 16). Die Zukunft pflanzenbasierter Proteine. *Ölsaaten Forum, oils + fats Messe, Munich, Germany*.

Hieke, S. (2022, July 7). From clicking to crunching: How we communicate about food: the rise of social, the role of clicks and the challenges ahead of us. *SNACKEX Conference, Hamburg, Germany*.

Hieke, S. (2021, May 4). The Future of Plant-based Proteins. *Online presentation, OVID Advisory Board Meeting*.

Hieke, S. (2021, April 28). Warum hängen die Menschen so am Fleisch? *Online presentation and panel discussion, Global Food Summit*.

Hieke, S. (2021, April 14). A One Health Approach to Food: The Double Pyramid Connecting Food Culture, Health and Climate. *Online panel discussion, Barilla Center for Food and Nutrition*.

Hieke, S. (2020, June 19). European consumers and free-from labels. *Webinar on Consumer Perception of Oils and Fats, FATS & Associés*.

Hieke, S. (2019, February 27). European consumer research in international research projects. *Network for Consumer Research, German Ministry for Justice and Consumer Protection, Berlin, Germany*.

Hieke, S. (2019, February 20). *European consumers and health claims*. Behr Verlag: Health Claims Tage, Cologne, Germany.

Hieke, S. (2019, January 22). *European consumers and free-from labels*. DLG Forum Kompakt: Kennzeichnung von Lebensmitteln, Frankfurt am Main, Germany.

Hieke, S. (2018, November 8). Was bestimmt unsere Lebensmittelauswahl? *26<sup>th</sup> Diet and Nutrition Conference of the German Nutrition Society (DGE)*.

Hieke, S. (2018, October 9). *Consumer attitudes towards free-from labels*. Fresenius Akademie Jahrestagung, Expertenforum LMIV. Mayence, Germany.

### Other Intellectual Contribution

Hieke, S. (2019, October 30). Drivers of Choice – What Motivates Our (Food Choice) Behavior? *Brown Bag Seminar, Munich Business School, Munich, Germany*.



## 2.3.2 Marketing Management

Involved: Prof. Dr. Hans H. Jung, Prof. Dr. Florian Bartholomae, Prof. Dr. Barbara Scheck, Prof. Dr. Heiko Seif und Prof. Dr. David Wagner

In addition to strategic development at the operational level, marketing also deals with the design of the marketing mix. Once suitable markets and their entry/penetration have been developed on the basis of market research and competitive data, the marketing mix includes the design of the various Ps (product, price, communication, distribution and various extensions, e.g., in service marketing).

### Academic Journals

Kramer, K., Wagner, D., Scheck, B. (2021). Reaping the digital dividend? Sport marketing's move into esports: insights from Germany. *European Journal of International Management*, 15(2/3), 339–366. <https://doi.org/10.1504/EJIM.2021.10032384>

Bartholomae, F. W., Morasch, K., Orsolya Seebode, R. (2019). Fixed margin price undercutting: An adequate entry strategy in a market with switching costs? *Managerial and Decision Economics*, 40(7), 787-798. <https://doi.org/10.1002/mde.3043>

### Academic Conference Presentation

Abeza, G., Achen, R., Cianfrone, B., Frederick, E., Mamo, Y., O'Reilly, N., Sanderson, J., Su, Y., Wagner, D. (2022, June 4). *Social Media as an Agent of Change in Sport*. Panel presented at the North American Society for Sport Management (NASSM) Annual Conference, Atlanta, GA.

### Working Paper/Report

Zettl, A., Stärker, H., Seif, H. (2018). Leitfaden für die Entwicklung einer Markteintrittsstrategie eines deutschen mittelständischen Industrieunternehmens aus der Hochtechnologie-Branche für Japan. *Munich Business School Working Paper Series (ISSN 2367-3839)*, 2018-01.

## 2.3.3 Brand Management

Involved: Prof. Dr. Hans H. Jung, Prof. Dr. Patricia Kraft, Prof. Dr. David Wagner, Prof. Dr. Alexander Hahn (until September 30, 2018)

More than ever, brand managers are challenged to build strong brands. These brands are not differentiated by functional value propositions. Instead, it's about emotional connections between brand and consumer. These are created at many points in the customer journey, particularly by creating unique experiences at customer touchpoints.

Furthermore, the insights from brand leadership and brand management are applied to the company as an employer brand, as the shortage of skilled workers has long become a reality in many developed countries. This is not only due to demographic change, but also to social developments such as the values and needs of different generations (e.g., work-life balance).

Skilled workers leverage the demographic changes and the declining job market to their advantage. They assert themselves confidently and try to enforce their ideas with employers. If they fail to do so, they exhibit a high willingness to switch jobs. As a result, companies face significant challenges in dealing with applicants, employees, and former personnel. To develop successful strategies in handling these challenges, it is necessary to look beyond purely HR perspectives and bridge the gap to strategic brand management, encouraging interdisciplinary advancements in this area.

### Practitioner Journal

Hahn, A., & Klug, K. (2018). *Messenger Marketing – Der Ton macht die Marke*. *Markenartikel*, 7/2018, 64-66.

### Practitioner Meeting Presentation

Jung, H. H. (2019). *Vom Kunden zum Fan einer Love Brand. Wie gestalten wir erfolgreich die digitale Customer Journey? Fachkonferenz mit Best Practice – Digitalisierung im Vertrieb, Wettbewerbsvorsprung für Ihre Vertriebsorganisation, Cologne, Germany*

## 2.3.4 Marketing of Innovations

**Involved:** Prof. Dr. Hans H. Jung, Prof. Dr. Patricia Kraft, Prof. Dr. Alexander Hahn (until September 30, 2018)

In globally operating, customer-centric companies, innovation no longer exclusively takes place within isolated research areas. Therefore, product development is becoming less of an exclusive concern for industrial research, development, and design, and instead, it must involve the entire organization across all functions. At the outset, the challenge lies in overcoming the interface between research and development on one side and marketing and sales on the other. The goal is to effectively connect the previously separate cycles of brand and innovation. In a market competition, ultimately, the customer's specific problems and requirements determine whether product developments can succeed in the market.

Technology- and brand-driven synchronized innovations enable companies to offer smart products and smart services that are precisely tailored to customer needs, global competition activities, and new technological developments, thereby reinforcing a positive image. It is only through the synchronization of brand and innovation that companies will be able to pursue an outpacing strategy or find an adequate response to it.

### **Academic Journal**

Jung, H. H., Pfister, F. M. J. (2020). Blockchain-enabled Clinical Study Consent Management. *Technology Innovation Management Review*, 10(2), 14-24.  
<http://doi.org/10.22215/timreview/1325>

### **Academic Conference Proceedings**

Wagner, D., Schirmer, H., Brück, A., & Peter, G. (2020). Online-Panel: Communities und Netzwerke als Treiber des digitalen Wandels: Erfahrungen, Perspektiven und Ausblick. In *Communities in New Media. Research on Knowledge Communities in Science, Business, Education & Public Administration: Proceedings of the 23<sup>rd</sup> GeNeMe Conference (GeNeMe '20)*. 60-67.

Pfister, F. M. J., Katzenbach, P., Hildebrand, N., Gollan, M., Jung, H. H. (2020). A Decentralized Consent Management System to Make COVID-19-associated Data Available for Research & Development. *Proceedings of the XXXI ISPIM Innovation Conference, Manchester, United Kingdom*.

Jung, H. H., Pfister, F. M. J. (2019). Blockchain-enabled Clinical Study Consent Management. *Proceedings of the XXX ISPIM Innovation Conference, Florence, Italy*.

### **Academic Conference Presentations**

Pfister, F. M. J., Katzenbach, P., Hildebrand, N., Gollan, M., Jung, H. H. (2020, June 7). A Decentralized Consent Management System to Make COVID-19-associated Data Available for Research & Development. *ISPIM Innovation Conference, Virtual Space (Zoom)*.

Kraft, P., Dowling, M., Helm, R. (2018, September 7). Customer Value Creation with Industry 4.0: A Case Study of Business Models in the German Mittelstand. *Enterprise Research Innovation Conference, September 6-8, 2018, Split, Croatia*.

### **Working Paper/Report**

Birk, M. L., Pietsch, D., Jung, H. H. (2020). Der Einfluss des Megatrends Digitalisierung auf den Vertrieb eines Automobilherstellers an Endverbraucher anhand der Customer Journey. *Munich Business School Working Paper Series (ISSN 2367-3839), 2020-02*.

### **Practitioner Meeting Presentations**

Putzke, H., Jung, H. H. (2021, October 19). Optimierung wertschöpfender Händlerprozesse im Rahmen der Digitalen Transformation bei BMW Motorrad Deutschland. 5. Fachkonferenz Digitalisierung im Vertrieb 2021, Management Forum Starnberg.

Jung, H. H., Putzke, H. (2019, October 10). Optimierung der Händlerprozesse im Rahmen der Digitalen Transformation. BMW IT Messe, Munich, Germany.

Seif, H. (2018, September 27). Technology Marketing in the High Tech Industry – How to Market Technology based Innovations in a B2B Environment. *The 48<sup>th</sup> European Microwave Conference, Madrid, Spain*.

## 2.3.5 Communication Management

Involved: Prof. Dr. Hans H. Jung, Prof. Dr. Patricia Kraft, Prof. Dr. David Wagner

Communication management encompasses a comprehensive approach to communication with all stakeholders within the organization, as well as the interaction between the company and external stakeholders. This includes capturing and sharing knowledge within the company. Since communication channels are equally available both internally and externally, exchanging information with external stakeholders, especially customers, is essential to meet their expectations and needs.

The focus of this research topic is on digital communication, particularly on developing solutions for communicating with smart customers. Additionally, "Corporate Communication" plays a role, encompassing aspects such as PR and crisis communication, corporate social responsibility, investor relations, media relations, and more. Furthermore, communication tools for individuals within the organizational context are also addressed.

In the realm of digital communication, the exchange through social media platforms between companies and (potential) customers, as well as among (potential) customers themselves, is of significant importance. It has not only changed the way information is obtained, but also revolutionized the evaluation, exchange of opinions and judgments about companies, products and services. As a result, consumer behavior has changed. This changing behavior, along with its implications and the necessary strategic adjustments for companies, is reflected in this research topic.

### Award

Author Best Paper Award in the Business & Economics Track of the 4<sup>th</sup> International Conference on New Directions in Multidisciplinary Research & Practice, May 12-13, London, for Albon, A., Kraft, P., Rennhak, C. (2018). *Analyzing the Credibility of E-Word-of-Mouth Using Customer Reviews on Social Media*.

### Academic Journals

Wagner, D. (2023). A Review and Research Agenda for Brand Communities in Sports. *International Journal of Sport Communication*, 16(3), 335–343. <https://doi.org/10.1123/ijsc.2023-0114>

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

Albon, A., Kraft, P., Rennhak, C. (2018). *Analyzing the Credibility of E-Word-of-Mouth Using Customer Reviews on Social Media*. *Journal of Advances in Humanities and Social Sciences*, 4(1), 37–50. <https://doi.org/10.20474/jahss-4.1.4>

Hahn, A., & Maier, M. (2018). *Affective Computing – Potenziale für empathisches digitales Marketing*. *Marketing Review St. Gallen*, 4, 52–65.

### Academic Book Chapters

Zeeb, J., & Wagner, D. (2023). *Assessing the PESO model in the German automotive industry: Results of an expert study and introduction of the Content Flow Model*. In A.-K. Langner & G. Schuster (Eds.), *Holistische Social-Media-Strategien: Innovative Unternehmenspraxis: Insights, Strategien und Impulse*. Springer Gabler.

Matz, L., Abeza, G., Wagner, D. (2022). *COVID-19 and the Bundesliga: A Study of Digital Fan Engagement Strategies in Professional Soccer*. Pedersen, P. M. (Ed.). *Research Handbook on Sport and COVID-19*. Edward Elgar. <https://www.e-elgar.com/shop/gbp/research-handbook-on-sport-and-covid-19-9781802207569.html>



Wagner, D. (2021). *Online Communities in Sport*. G. Abeza, N. O'Reilly, J. Sanderson, & E. Fredrick (Eds.). *Social Media in Sport: Theory and Practice* (pp. 57–82). Hackensack, NJ: World Scientific. [https://doi.org/10.1142/9789811237669\\_0003](https://doi.org/10.1142/9789811237669_0003)

Kraft, P., Reszat, M., Scherle, N. (2018). *Vom smarten Kunden zum smarten Lernenden: Ausgewählte Einblicke in den innovativen Einsatz digitaler Medien in der Marketinglehre an Hochschulen*. In L. Winnen, A. Rühle, & A. Wrobel (Eds.), *Innovativer Einsatz digitaler Medien im Marketing* (pp. 137–154). Wiesbaden: Springer Gabler. [https://doi.org/10.1007/978-3-658-16774-5\\_10](https://doi.org/10.1007/978-3-658-16774-5_10)





## 2.3.6 Decision Making

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**Involved:** Prof. Dr. Jack Nasher

The analysis of decision-making behavior is divided into two main areas. Firstly, there is competence research, which focuses on analyzing the relevant factors that promote the perceived competence of individuals. Secondly, there is strategic negotiation management, particularly concerning methods of effective negotiation techniques. The insights gained in this field are largely based on findings from social psychology, which are applied to the context of business and economics. Existing knowledge is systematically organized and further developed to enhance understanding in these areas.

### Research on Competencies

**Involved:** Prof. Dr. Jack Nasher

According to perception, a picture of our counterpart emerges that is much more comprehensive than it should be based solely on the individual observable characteristics. Various traits are considered as clusters and are collectively categorized into the appropriate “drawer.” These drawers represent narrowly defined, often naive personality theories known as Implicit Personality Theories. According to the law of closure, we infer an entire human “figure” from meager cues. The goal is to explore the “competence” drawer, as competence is the most crucial attribute in a professional setting. Mainly, social psychological phenomena are utilized to make expertise appear visible. Existing knowledge is leveraged and systematized.

#### **Practitioner Journal**

Nasher, J. (2019, March 11). *To Seem More Competent, Be More Confident*. *Harvard Business Review*. Retrieved from <https://hbr.org/2019/03/to-seem-more-competent-be-more-confident>

#### **Practitioner Book**

Nasher, J. (2018). *Convinced! How To Show Your Competence and Win People Over*. Oakland, USA: Berrett-Koehler Publishers.

### Strategic Negotiation Management

**Involved:** Prof. Dr. Jack Nasher

Negotiation strategies, methods, and techniques are the subject of investigation. The optimal preparation is addressed using existing concepts such as BATNA (Best Alternative To a Negotiated Agreement) and the calculation of the ZOPA (Zone of Possible Agreement). Additionally, mathematical methods are developed to compare negotiation alternatives („Canvassing Up”). Social psychology phenomena, such as reciprocity and scarcity effect, are directly applied to the negotiation context, as well as perception psychology phenomena, such as Prospect Theory or Hyperbolic Discounting.

The goal is to apply the latest research findings to real-world business situations. This includes transferring insights from interrogation techniques to negotiations to expose „bluffs.” („Dealing with Deception”).

#### **Practitioner Book Chapter**

Nasher, J., Thompson, L. (2022): *Detecting Deception in Negotiation: From Natural Observation to Strategic Provocation*. In L. Wilkin & Y. Pathak (Eds.), *De Gruyter Handbook of Organizational Conflict Management* (pp. 199–216). De Gruyter. <https://doi.org/10.1515/9783110746365-015>

## 2.3.7 Other Intellectual Contributions in the Research Field Marketing & Communication

### Other Intellectual Contribution

Nasher, J. (2021, May 26). *Reading Direction and Autokinetic Effect: The Effect of Reading Direction on the Perception of Direction within the Autokinetic Effect*. Science@Lunch, Munich Business School.



## 2.3.8 Doctoral Theses in the Research Field of Marketing & Communication

The following doctoral theses are currently being worked on in the Marketing & Communication research field in the DBA program or by employees of the university and supervised by professors of Munich Business School (the titles are working titles):

Al Ghobein, T. (planned). *Creating Patient Engagement Marketing Strategy for MS in MENA*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: D. Bradt, Munich Business School; R. Tresidder, Sheffield Hallam University).

Bader, I. (planned). *Marketing Communication in Manufacturing Industries: A future Scenario for Germany and Japan*. DBA Thesis, Sheffield Hallam University, U.K. (Supervisor: H. H. Jung, Munich Business School)

Guimares Petermann, R. (planned). *Once Upon a Time in Cyberspace – Evaluation of Storytelling through Digital Influencers and Design of a UX Framework for Transmedia Communication*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: N.N, Munich Business School).

Hoxha, N. (planned). *Customer Experiences in the Life Sciences Industry*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: S. Hieke, Munich Business School; S. H. Pham, Sheffield Hallam University; P. Allan, Sheffield Hallam University).

Iwanczuk, K. (planned). *Exploration of how women represent themselves on social networking sites*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: D. Wagner, Munich Business School; E. Moorlock, Sheffield Hallam University).

Krähahn, L. (planned). *Customer Satisfaction: Measuring and Evaluating the Perception and Expectations*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: P. Kraft, Munich Business School; J. Gorst, Sheffield Hallam University).

Mollenhauer, M. (planned). *Complementing of Sales Management Control Systems through Informal Control Measures*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: F. Schrempf, Munich Business School).

Richter, A. (planned). *What are the drivers of a positive B2B customer experience in a technologically complex product environment? How will the salesforce need to adapt, elaborated on various international markets of Geberit AG* (Supervisor: H. H. Jung, Munich Business School).

Röhl, S. (planned). *How Afraid are You? Selling Mortgage Protection Insurance Using Fear Appeals*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: T. Jerković, Munich Business School; S. Vohra, Sheffield Hallam University; D. Dean, Sheffield Hallam University).

Schmitter, S. (planned). *The effects of F1's rise in popularity on global motor sport series in the media and the added value of motor sport for fans as sport and entertainment product* (Supervisor: G. Abeza, Munich Business School).

Schnichels, S. (planned). *Customer-agent-relationship in the German insurance industry within augmenting digitization of its society*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: E. Stumpfegger, Munich Business School; K. Koya, University of Sheffield; N.N., Sheffield Hallam University).

Westgarth, J. (planned). *Heuristics and Biases: A Predictive Framework for Business Travel Managers*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: S. Hieke, Munich Business School; A. Doran, Sheffield Hallam University; P. Allan, Sheffield Hallam University).

## 2.4 RESEARCH FIELD INNOVATION & ENTREPRENEURSHIP

Involved: Prof. Dr. Heiko Seif (co-chair), Prof. Dr. Barbara Scheck (co-chair), Prof. Dr. Nadine Chochoiek, Prof. Dr. Patricia Kraft, Prof. Dr. Thomas Röhm, Prof. Dr. Anne Tryba (until January 31, 2023), Prof. Dr. Marc-Michael Bergfeld (until August 31, 2021), Prof. Dr. Todd Davey (until May 31, 2018), Prof. Dr. Alexander Hahn (until September 30, 2018)

### Description

With the research field of Innovation & Entrepreneurship, the Munich Business School continues its activities in the field of entrepreneurial actions, which have been ongoing for several years. The primary focus is on the diffusion of innovations, both through newly established companies and through innovations originating from established organizations.

Within the research field, the impact of megatrends in society and technology on entrepreneurial decisions is thoroughly examined. This includes investigating the emergence of novel business models and exploring the entrepreneurial responsibility of management concerning the delicate balance between economic, ecological, and social aspects.

The research also focuses on analyzing related innovations and their diffusion in markets with the objective of identifying recurring patterns. These patterns are then used to derive models that, in turn, lead to successful new business approaches. The ultimate goal is to understand how megatrends shape entrepreneurial strategies and how innovative ideas can be effectively implemented and spread in the market to drive sustainable and successful businesses.

The research field particularly focuses on the environments and ecosystems for entrepreneurship, social entrepreneurship, entrepreneurship in universities (involving students and academic staff), and start-ups. Within this context, it explores the study of entrepreneurial thinking and actions.

### Research Objectives

Munich Business School has defined a number of research priorities for the Innovation & Entrepreneurship research area. MBS pursues the following goals:

- Identification of patterns in the **diffusion of innovations**.
- Development of a wide range of **use cases and solutions** for:
  - The diffusion of innovations,
  - Entrepreneurial actions,
  - Identifying opportunities, risks, strengths, and weaknesses at the individual, team, company, and societal levels.
- Generating knowledge regarding factors influencing **future-oriented entrepreneurship**:
  - Insights into responsible entrepreneurial decision-making,
  - Identification of factors involved in entrepreneurial thinking and actions,
  - Identification of elements of the entrepreneurship ecosystem in the university environment, particularly concerning start-ups and social entrepreneurship.

### Relevance to the MBS Vision and Mission

MBS aims to empower its graduates to face future challenges within a stable set of values. Taking on entrepreneurial responsibility also means ensuring that innovations and business decisions always reflect the principles of sustainability across ecological, economic, and social dimensions, contributing to the overall prosperity of society.

In this context, openness to the world and a holistic consideration of economic systems play an important role (living globally-minded). The basis for this is:

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

Overall, the field of research in Innovation and Entrepreneurship is directly derived from the guiding principles of thinking innovatively and acting responsibly.

### Research Topics

The following main research topics are addressed in the research field of Innovation & Entrepreneurship:

- 1. Diffusion of Technology-based Innovations** (see 2.4.1)
- 2. Responsible and Sustainable Entrepreneurship** (see 2.4.2)
- 3. Entrepreneurship & Commercialization Success** (see 2.4.3)
- 4. Entrepreneurship & Intrapreneurship** (see 2.4.4)
- 5. Innovation in Established Businesses** (see 2.4.5)
- 6. Sustainable Entrepreneurship of Family Businesses and Owner Families in Emerging Markets** (see 2.4.6)

Several concrete projects are assigned to each research topic.



## 2.4.1 Diffusion of Technology-based Innovations

### Technology Competence Leveraging

Involved: Prof. Dr. Heiko Seif

The collaboration with the Fraunhofer Institute on the topic of Technology Competence Leveraging deals with research activities aimed at realizing technology-based innovation potentials. In this context, existing technologies and competencies of an organization are systematically examined for novel application possibilities to generate innovations based on them and determine their market potential.

#### Practitioner Meeting Presentations

Seif, H., & Bätge, N. (2022, May 31). *Elysi1 – Leichtbau CFK Hybridorthese, Verwertungsplanung und Markteintrittsstrategie für eine von Grund auf neuentwickelte Hybridorthese für Patienten mit eingeschränkter Bewegungsfreiheit, Forschungsprojekt 1910-004 Elysium Industries – Leichtbau CFK Hybridorthese. Abschlussbericht zum Verbundforschungsprogramm BayMed, Life Science Medizintechnik, Nürnberg/Erlangen.*

Seif, H., & Bätge, N. (2021, March 23). *Elysi1 – Leichtbau CFK Hybridorthese, Erkenntnisse aus Simulationen und Versuchen mit Patienten auf dem Weg hin zu einem passiven Exoskelett. Zweites Meilensteintreffen des Verbundforschungsprogramms BayMed, Life Science Medizintechnik, Nürnberg/Erlangen.*

### Research project Elysi1: Development of a lightweight hybrid orthosis with muscle stimulation as an actuator to improve walking ability in cases of central paralysis

Funding through the Bavarian State Ministry of Economic Affairs, Regional Development, and Energy. Cooperation partners/Consortium: Dr. Johann Szecsi (Ludwig-Maximilians-University), Prof. Dr. Heiko Seif (Munich Business School), Nikolaus Bätge (Elysium Industries). Duration: May 2021 to August 2023.

In collaboration with the Center for Sensomotrics in Neurology at the Ludwig Maximilian University at the Großhadern Hospital, Prof. Dr. Heiko Seif is involved in a research project focused on restoring or improving walking abilities in patients with central paralysis and severe gait impairments (e.g., spinal cord injuries or advanced multiple sclerosis). Currently, mechanical orthoses or exoskeleton robots are used. These devices are typically heavy and bulky and

equipped with electromechanical actuators (motors). The patient is “driven by the exoskeleton,” and their contribution to locomotion is minimal.

The functional principle of the patient-cooperative hybrid knee orthosis is based on the collaboration of a minimal lightweight exoskeleton module made of innovative composite materials (CFK) with the electrical stimulation (FES) of the patient’s muscles as the primary drive. To implement the functional principle, a knee orthosis with integrated sensors and electrodes, as well as a novel cooperative control system for the orthosis, FES, and additional actuation, will be developed.

The consortium hopes that the results of this research will provide an innovative entry point and a sustainably positive impact on solutions in rehabilitative medical technology (blue ocean product). The consortium consists of the industrial partner Elysium Industries, a start-up that develops and manufactures exoskeletons, the Neurology department of the Klinikum of the Ludwig Maximilian University, and the Munich Business School, represented by Prof. Dr. Seif, who is responsible for the commercial exploitation of the products developed in the research project.

#### Patent

Seif, H. (2020, July): Patent registration for an orthosis for the human knee joint with spring element (filing number DE202021103991U1). Developed for Elysium Industries UG within the scope of the research project Elysi1.

#### Practitioner Meeting Presentations

Seif, H., Bätge, N. (2022, May 31). *Elysi1 – Leichtbau CFK Hybridorthese, Verwertungsplanung und Markteintrittsstrategie für eine von Grund auf neuentwickelte Hybridorthese für Patienten mit eingeschränkter Bewegungsfreiheit, Forschungsprojekt 1910-004 Elysium Industries – Leichtbau CFK Hybridorthese. Abschlussbericht zum Verbundforschungsprogramm BayMed, Life Science Medizintechnik, Nürnberg/Erlangen.*

Seif, H., Bätge, N. (2021, March 23). *Elysi1 – Leichtbau CFK Hybridorthese, Erkenntnisse aus Simulationen und Versuchen mit Patienten auf dem Weg hin zu einem passiven Exoskelett. Zweites Meilensteintreffen des Verbundforschungsprogramms BayMed, Life Science Medizintechnik, Nürnberg/Erlangen.*



## 2.4.2 Responsible and Sustainable Entrepreneurship

Involved: Prof. Dr. Patricia Kraft, Prof. Dr. Barbara Scheck, Prof. Dr. Heiko Seif, Prof. Dr. Anne Tryba (until January 31 2023)

### European Center for Social Finance (ECSF)



### EUROPEAN CENTER FOR SOCIAL FINANCE

In the fall of 2018, the European Center for Social Finance (ECSF) was founded at MBS. The center's objective is to identify best practices in the field of Social Finance and disseminate knowledge about financing social innovations. It operates at the intersection of theory, practice, and policy, considering Social Finance as a process that includes, among other things, selection criteria, financing structures, and impact assessments. The center collaborates with a network of partner organizations throughout Europe to achieve its goals.

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

#### Trust-based Partnership – Yes! Young Entrepreneurs Succeed

European Economic Area Grant Research Project, Expertise Partner Munich Business School, Involved: Prof. Dr. Barbara Scheck, Giulia Parola, Adewale Olowode. Duration: October 2018 to March 2022. The project has received follow-up funding until the end of August 2023.

Despite significant investment, young people in many regions still face systemic challenges to start, grow and sustain a business. This is intensified by the lack of documented evidence and learning on what kind of entrepreneurship support is most effective in different contexts, and a scarcity of tested and scalable models.

#### #YoungEntrepreneursSucceed

The main objective and expected results are: to pilot the Trust-based Partnership (TbP) Model and provide direct services to the target group in Greece, Italy, Spain and Poland; gather evidence and improve results and social impact of the model; to mobilize stakeholders and advocate for additional support for model scaling. Its outputs include: research conducted, report incl. data and evidence developed; TbP Model tested and improved; new assessment system proposed and used; methodology toolkit prepared; knowledge transfer workshops implemented; conferences organized.

Accordingly, the main expected outcomes are: increased number of underserved youth return to training/education; found employment; and/or started entrepreneurial activity; organisations use the knowledge base of what works, where and why; increased number of stakeholders are aware of the TbP Model Target groups / end beneficiaries: The project targets underserved youth (25-30yrs) who will benefit from dedicated and highly specialized financial and nonfinancial business development services, resulting from evidence-based research. Transnational added value: interchange methodology and techniques, exchange of best practice and co-creation will lead to a transnational, repeat-

able and scalable support methodology proposition. Measuring success: An appropriate system of assessing results, outcomes and – whenever possible – impact, with a focus on relevance, effectiveness, sustainability and cost-efficiency will be developed. Expected sustainability: Results are expected to enable organisations mobilise public, private and philanthropic investments and advocate for better planning of EU funding, thus contributing to a better ecosystem.

>>> See for the various meetings and workshops on the MBS Insights Blog: <https://www.munich-business-school.de/insights/en/2023/young-entrepreneurs-succeed-yes-workshop-in-bologna/> and <https://www.munich-business-school.de/insights/en/2023/yes-research-project-at-the-youth-employment-summit-in-barcelona/>

#### Impact for Future: Impact-oriented Entrepreneurship Qualification (IFF)

Funding from the Bavarian State Ministry for Science and Art. Associated Partner: Munich Business School, Involved: Prof. Dr. Barbara Scheck. Duration: March 2022 to February 2026.

Impact for Future is an initiative that aims to develop new and integrative educational content and thus strengthen the entrepreneurial qualification at Bavarian universities. Students and academic staff are to be enabled to find innovative solutions to problems in business, society and culture and to develop sustainable approaches for their implementation that are economically viable, socially effective and ecologically sustainable. Total project volume: approx. 2.4 million EUR.

#### Sustainability Missions and their Influence on New Ventures' Daily Management Practices

Qualitative study by Prof. Dr. Thomas Röhm and Prof. Dr. Anne Tryba (until January 31 2023)

Sustainability has become a prerequisite for a company's competitiveness in the face of increasing global environmental and social problems. When implementing sustainability practices, established companies often struggle with accusations of "greenwashing," while new companies enjoy high credibility as driving forces for sustainable solutions. Previous studies primarily attribute this perception of trustworthiness to the specific characteristics and motivations of entrepreneurs. However, a differentiated understanding of how sustainability ambitions are implemented in concrete management actions is still lacking.

This case study is being conducted with sustainable new ventures to examine how sustainability missions can be translated into their daily management practices. The findings contribute to the literature on sustainable entrepreneurship, imprinting, social identity, and mission-oriented practices in new companies.

## Study on Teaching Future Competences through Entrepreneurship

This study aimed to explore the impact of Teaching through Entrepreneurship on learners and educators in a non-entrepreneurship classroom. The research question was “What can we learn from entrepreneurship educators’ experiences when teaching future competences through entrepreneurship, and which role could Locus of Control Theory play in this context?” The study implemented an entrepreneurial learning journey in a non-entrepreneurship classroom with the topic of “Digital Skills: Digital Ethics and Online Security” at a German Business School. A multi-method approach was chosen to analyze educators’ experiences in structured self-reflections and measure the impact on students by their self-assessment on digital competences in a before-after questionnaire.

### Academic Journal

Parola, G. (2021). *Escape from parents’ basement? Post COVID-19 scenarios for the future of youth employment in Italy*. Livraghi, R., & Barani, A. (Eds.). *L’Economia ai tempi del COVID-19. Quaderni di Economia del Lavoro 111 (Labour Economics Papers)*. 51-72.

### Academic Conference Proceeding

Parola, G., Scheck, B. (2018). *Scaling trust-based partnership models to recharge youth entrepreneurship: supporting underserved communities with innovative entrepreneurship support instruments*. 2<sup>nd</sup> Social Impact Investments International Conference, December 12-13, 2018, Sapienza Università Roma, Rome, Italy.

### Academic Conference Presentations

Wolf, B., Seif, H., & Kraft, P. (2023, May 10-12). *Teaching Future Competences through Entrepreneurship: An Entrepreneurship Educator’s Reflection*. Paper presented at the 3E Conference – ECSB Entrepreneurship Education Conference 2023, Aarhus, Denmark.

Parola, G. (2020, September 17-18). *Escape from parents’ basement? Post COVID-19 scenarios for the future of youth employment in Italy*. 35<sup>th</sup> National Conference of Labour Economics, Virtual Conference.

Parola, G., Spiess-Knafl, W. (2020, February 5). *Putting a man in the labour market: Academic-practitioner collaborations in career management*. Kolloquium des Forschungsschwerpunkts Management öffentlicher Aufgaben, Universität der Bundeswehr München, Neubiberg, Deutschland.

Tryba, A., Röhm, T. (2020, September 30). *New Ventures’ Sustainability Missions – A Marketing Necessity or All-Embracing Management Tool?*. 24<sup>th</sup> Annual Interdisciplinary Conference on Entrepreneurship and Innovation (G-Forum), Karlsruhe, Germany (virtual).

Parola, G. (2019, September 10-12). *Explaining and linking institutional trust to job search self-efficacy: a cross-sectional study*. Dynamic Capabilities & Relationships (DCR) Conference, Heilbronn, Germany.

Parola, G. (2019, September 2). *Explaining and linking political trust to job search self-efficacy in three disadvantaged regions*

*in Europe: a cross-sectional study*. 11<sup>th</sup> International Social Innovation Research Conference (ISIRC), The Yunus Centre for Social Business and Health, Glasgow Caledonian University, UK.

### Working Paper/Report

Olowode, A. (2023). *Young entrepreneurs succeed: An Introduction Into the Trust-based Partnership Model*. Policy Commons. [https://policycommons.net/artifacts/3444268/yes-intro-paper-published\\_new-new/4244306/](https://policycommons.net/artifacts/3444268/yes-intro-paper-published_new-new/4244306/)

### Practitioner Meeting Presentations

Reich, S., Scheck, B., Spiess-Knafl, W. (2021, June 9). *Social Impact in Asset Management*. WM Online-Seminar.

Scheck, B. (2021, May 27). *Building a Social Enterprise Finance Ecosystem With EU Funding*. European Social Economy Summit, Mannheim, Germany (Digital Conference).

### Practitioner Book

Kollinger, Ch., Cardiano, D. G., Röhm, T., & Eski, S. (2023). *Intra-preneurship – wie Sie Innovationen in etablierten Unternehmen fördern. Rahmenbedingungen, Erfolgsfaktoren und praktische Umsetzung*. Wiesbaden, Germany: Springer Gabler. <https://doi.org/10.1007/978-3-662-67377-5>

### Practitioner Journal

Scheck, B., Reich, S. (2022). *Ein wirkungsorientiertes Kreditportfolio – Zielsetzung, Messung, Analyse und Steuerung*. Zeitschrift für das gesamte Kreditwesen, 75(1), 13-17.

### Other Intellectual Contributions

Parola, G., Tülü, M. (2021, November 16). *Doing Research With Real-world Impact Through Project Grants*. Science@Lunch, Munich Business School, Munich, Germany.

Parola, G., Scheck, B. (2019, February 12). *Social Finance at MBS: Engaging in Impact-Focused Projects*. MBS Brown Bag Seminar, Munich Business School, Munich, Germany.

## Technical Assistance for Social Finance Providers – EaSI

Funding by the European Commission. Cooperation partners: Munich Business School (Prof. Dr. Barbara Scheck, ECSF), Dr. Yiorgios Alexopoulos (Griechenland), NGEN Impact GmbH (Dr. Wolfgang Spiess-Knafl, Österreich). Duration: 2019 to (extended) 2023.

On behalf of the European Commission, the European Center for Social Finance at Munich Business School has conducted research on the innovation potential of social enterprises and their positive impact on the economy and society, providing assistance in building relevant capacities. The project has a total budget of 2.4 million EUR.

### Working Papers/Reports

Haarich, S., Holstein, F., Spule, S., Galera, G., Franchini, B., Borzaga, C., Chiomento, S., Spiess-Knafl, W., Scheck, B., Salvatori,

G. (2020). *Impact of the European Commission's Social Business Initiative (SBI) and its Follow-up Actions. Study for DG Employment, Social Affairs and Inclusion, European Commission.*

Scheck, B., Spiess-Knafl, W. (2020). *Impact Investing in the Framework of Business and Human Rights. Working Paper, European Union, Policy Department, Directorate-General for External Policies.* <https://doi.org/10.2861/47607>

Spiess-Knafl, W., Scheck, B. (2020). *Social Enterprise Finance Market. Analysis and Recommendations for Delivery Operations. Brussels. European Commission, Directorate-General for Employment, Social Affairs and Inclusion.* <https://doi.org/10.2767/238479>

## Social-X-Change

# SOCIAL X CHANGE

Funded through Erasmus+, cooperation partners: Munich Business School (Prof. Dr. Barbara Scheck), ESSEC Business School (France), TED University (Turkey), Universitat Ramon Llull Fundacio (Spain) and the Impact Hub (Austria). Duration: September 2022 to August 2025.

The Social-X-Change research project aims to promote the internationalization of teaching and learning on the topic of social entrepreneurship at universities by establishing a network of centers for social innovation and social entrepreneurship. The research focuses mainly on social impact measurement, impact investing and the legal framework for social enterprises as well as impact-oriented enterprises. The project runs for three years and is funded with total budget of almost 400,000 EUR under the Erasmus+ program by the European Commission.

## Female Entrepreneurship and Diversity in Entrepreneurship

Involved: Prof. Dr. Patricia Kraft, Prof. Dr. Barbara Scheck

Another research focus is the expansion of the topic of "Diversity Entrepreneurship." This area explores developments that highlight the current lack of representation of societal diversity in founding teams concerning gender and ethnicity. For instance, when considering female entrepreneurs, statistics indicate a need for improvement: Although women constitute more than half of high school graduates and around 50% of university graduates in Germany, only about one-third of all full-time startups are led by women. Women entrepreneurs in the Maghreb region face even more acute challenges: the job market there is characterized by low female employment rates and high unemployment among female academics, with women participating in entrepreneurial projects at less than 30%.

The following two research projects are dedicated to examining this topic:

## Empowering Adult Survivors of domestic violence through Entrepreneurship (EASE)

Funded through Erasmus+: Project lead and coordination by Munich Business School (Prof. Dr. Patricia Kraft, Prof. Dr. Barbara Scheck). Cooperation partners:



IPAG Business School (France), UNYP (Czech Republic), Thinktank ThinkYoung (Belgium) and the NGOs Led by HER (France) and Fondatsiya Bulgarski Tsentar za Gender Izvedvaniya (Bulgaria). Duration: January 2022 to December 2024.

The Erasmus+ research project "Empowering Adult Survivors of domestic violence through Entrepreneurship (EASE)" aims to support women affected by domestic violence in their recovery and professional reintegration through training and mentoring programs in the field of entrepreneurship. Additionally, it provides an opportunity for universities to expand their curricula and offer new educational paths for adults who have already left higher education or the education sector. Pilot projects are taking place in France, the Czech Republic, and Bulgaria, with the goal of enabling replication throughout Europe. The project has a duration of three years and is funded with approximately 380,000 EUR under the Erasmus+ program by the European Commission.



In June 2023, the EASE Erasmus+ project partners met in Prague in June, here Sylvie Locatelli (Led by HER), MBS professors Barbara Scheck and Patricia Kraft, and UNYP's Eva Filippova.

## Women Entrepreneurs in the Maghreb (WEMag)

Funded through Erasmus+, 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.

The Erasmus+ research project "Women Entrepreneurs in the Maghreb (WEMag)" aims to increase entrepreneurial activities among female students and graduates in African universities from both a teaching and research perspective. It seeks to achieve this by collaboratively building entrepreneurial knowledge and finding solutions to gender-specific challenges. The research project was approved in August 2020 and commenced its implementation at the end of 2020. The total project budget amounts to 732,000 EUR.

## EXIST-Potenziale: Munich Business School – Hochschule für Gesellschaftsunternehmer

Funded through the BMWi, cooperation partners: European Center for Social Finance (Prof. Dr. Barbara Scheck, Dr. Wolfgang Spiess-Knafl), Munich Business School (Prof. Dr. Stefan Baldi, Prof. Dr. Patricia Kraft), Duration: March 2019 to August 2019.

Building on selectively existing successful activities in startup support, the Munich Business School (MBS) has developed a university-specific entrepreneurship concept for the entire institution. The entrepreneurship offering includes the professional and systematic integration of teaching, startup support, and networking into the university's operations. Thematically, the university aligns with central MBS values. Although the project was not selected for the implementation phase by the Federal Ministry for Economic Affairs and Energy (BMWi) in October 2019, the comprehensive concept has provided a solid foundation for further project funding applications and internal MBS implementation measures.

### Franchising in the Social Sector

Involved: Prof. Dr. Barbara Scheck

This is a research project on the topic of Social Franchising in cooperation with the Chair of Business Administration, especially Entrepreneurship and Financing (Prof. Dr. Eva Lutz) at Heinrich Heine University Düsseldorf. As part of an exploratory case study design, a total of 14 semi-structured interviews were conducted with representatives from four German Social Franchises (both franchisors and franchisees).

#### Academic Journal

Bergfeld, A., Lutz, E., Scheck, B. (2020). Social Franchising: A Transitional Solution for Scaling Up Entrepreneurial Organizations? *International Journal of Entrepreneurial Venturing*, 12(1), 17-38.

#### Successfully completed doctoral thesis on this topic

Bergfeld, A. (2020). *Franchising im sozialen Sektor*. Dissertation, Heinrich-Heine-Universität Düsseldorf.

### Impact Investing

Involved: Prof. Dr. Barbara Scheck

The research project "Unleashing the Power of Private Capital: What Would Empower Millennials to Invest in Impact?" is conducted as part of the HKS Initiative for Responsible Investment in cooperation with Harvard Kennedy School (Harvard University, Boston). The study aims to examine the current situation of wealthy families, particularly the younger generation (referred to as "NexGens"), and their approach to impact investing through a conceptual study:

#### Academic Journals

Aschari-Lincoln, J., Scheck, B. (2022). *F(i)unding Your Way: A Managerial Compass for Social Organizations*. *Sustainability*, 14(3), 1396. <https://doi.org/10.3390/su14031396>

Scheck, B., Reich, S. (2022). Ein wirkungsorientiertes Kreditportfolio – Zielsetzung, Messung, Analyse und Steuerung. *Zeitschrift für das gesamte Kreditwesen*, 75(1), 13-17.

Mayer, J., Scheck, B. (2018). Social Investing – What Matters from the Perspective of Social Enterprises? *Nonprofit and Voluntary Sector Quarterly*, 47(3), 493-513. <https://doi.org/10.1177/0899764017749889>

#### Academic Book Chapter

Scheck, B. (2021). Social Reporting Standard (SRS): Making Social Impact Visible. K. Wendt (Ed.). *Theories of Change. Change Leadership Tools, Models and Applications for Investing in Sustainable Development* (pp. 103-108). Springer.

#### Academic Conference Presentation

Harrer, T., Lehner, O. M., Hehenberger, L. K., Hockerts, K.N., Kriev, G., Lyon, F., Scheck, B. (2021, July 26). Impact Investing in Times of Crises: Rethinking the Nature of Logics. *Academy of Management Proceedings 2021 Vol.1*. <https://journals.aom.org/doi/abs/10.5465/AMBPP.2021.12632symposium>

#### Working Paper/Report

Klaiber, J., Scheck, B., Schmidkonz, Ch. (2019). Do Impact Investments Deliver on Their Promise? Assessing Mutual Funds as Vehicles for Retail Impact Investments. *Munich Business School Working Paper Series (ISSN 2367-3869)*, 2019-01.

#### Practitioner Meeting Presentations

Reich, S., Scheck, B., Spiess-Knafl, W. (2021, October 5). Social Impact im Asset Management, WM Online-Seminar.

Scheck, B. (2021, October 21). Social Impact Banking: Wie können die SDGs die Finanzwelt transformieren? *Zeit für Klima. (DIE ZEIT Klimawoche. Virtuelle Paneldiskussion)*.

Scheck, B. (2019, September 17). Messbarkeit von wirkungsbezogenen Investitionen. *Impact Investing – Time to Discuss*, Frankfurt, Germany.

Scheck, B. (2019, March 11). Impulsvortrag Soziale Innovationen. 29. Treffen des Regionalkreises Baden-Württemberg, Initiative Baden-Badener Unternehmergespräche e. V., Stuttgart, Germany.





## 2.4.3 Entrepreneurship & Commercialization Success

Involved: Prof. Dr. Anne Tryba

Research in „Entrepreneurship & Commercialization Success“ consists of the following topics:

- New Venture Creation
- Entrepreneurial Behavior, Leadership, and Decision-Making
- Corporate Entrepreneurship
- Entrepreneurial Ecosystems
- Student Entrepreneurship
- Commercialization of Technology and Research

Studies are conducted to gain a better understanding of the factors that influence successful entrepreneurship and the entrepreneurial orientation of established companies. These studies not only consider the impact of human factors (such as motivations, backgrounds, demographic factors, team composition, preferences) and entrepreneurial structures (such as strategic alignment, decision-making approaches, company size) but also analyze the influence of the respective context (such as the startup ecosystem, university, entrepreneurial environment, industry).

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

Since 2018, Prof. Dr. Anne Tryba and Dr. Joern Block (University of Trier) work on the research topic “Shared vision and team changes.”

### Academic Journals

Tryba, A., Breugst, N., Patzelt, H. (2022). Knowledge Diversity and Venture Growth: The Contingent Effects of Early Planning and Experimentation. *British Journal of Management*. <https://doi.org/10.1111/1467-8551.12600>



Tryba, A., Fletcher, D. (2019). How shared pre-start-up moments of transition and cognitions contextualize effectual and causal decisions in entrepreneurial teams. *Small Business Economics*, 1-24. <https://doi.org/10.1007/s11187-019-00148-7>

### Academic Book

Tryba, A. (2018). *Entrepreneurial Teams, New Venture Direction and Growth: Evidence from Luxembourg*. Doctoral Thesis, University of Luxembourg

### Academic Conference Proceedings

Tryba, A., Block, J. (2019). Shared Vision and Founding Team Reconfigurations: The Role of Prior Work Relations. 79<sup>th</sup> Annual Meeting of the Academy of Management, *Academy of Management Proceedings*, 2019(1). <https://doi.org/10.5465/AMBPP.2019.17171abstract>

Tryba, A., Patzelt, H., Breugst, N. (2018). Tapping the Potential of Diverse Founding Teams for Firm Growth: The Role of New Venture Activities. *Academy of Management Proceedings*, 2018 (1). Retrieved from <https://journals.aom.org/doi/10.5465/AMBPP.2018.15324abstract>

### Academic Conference Presentations

Tryba, A., Block, J. (2019, September 25). Shared vision and entrepreneurial team member exits and entries: The role of joint work history. 23<sup>rd</sup> Annual Interdisciplinary Conference on Entrepreneurship and Innovation (G-Forum), Vienna, Austria.

Tryba, A., Preller, R. (2019, June 5-8). Shared vision and resource reconfigurations in entrepreneurial teams: The moderating role of joint work history. Babson College Entrepreneurship Research Conference (BCERC), Boston, USA.

### Other Intellectual Contributions

Tryba, A., Röhm, T. (2021, June 8). Sustainability Missions and Their Influence on New Ventures' Daily Management Practices. Science@Lunch, Munich Business School, Munich, Germany.

Tryba, A. (2020, April 30). Do New Ventures Grow More When They Have Diverse Founding Teams? Brown Bag Seminar, Munich Business School, Munich, Germany.

## 2.4.4 Entrepreneurship & Intrapreneurship

Involved: Prof. Dr. Nadine Chochoiek

Research activities focus on the human factor of entrepreneurship and intrapreneurship, entrepreneurial personalities, female entrepreneurship as well as other structural factors that enable or hinder entrepreneurial success. Current projects also focus on publicpreneurship, i.e. entrepreneurship in public institutions, and the transferability of leadership practices to the startup world.

### Academic Book

Chochoiek, N. (2020). *Exploring the Enigma of the Entrepreneurial Personality – Essays on Overconfidence Optimism and Risk Propensity*. Dissertation, Ludwig-Maximilians-Universität München.

### 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](https://doi.org/10.1007/978-3-658-41104-6_3)



### Academic Conference Proceeding

Chochoiek, N., Rosendahl Huber, L., Sloof, R. (2020). *Optimism & Overconfidence in Strategic Decision Making – Are Managers & Entrepreneurs Really Different?* *Academy of Management Proceedings*, 2020 (1). <https://doi.org/10.5465/AMBPP.2020.11523abstract>

### Academic Conference Presentations

Chochoiek, N. & Kraus, R. (2022, March 10). *Intrapreneurship Potentials in the German Armed Forces*. Paper presented on March 10<sup>th</sup> at the annual International Military Testing Association Conference in Raleigh, NC, USA, March 7<sup>th</sup> to 11<sup>th</sup>, 2022.

Chochoiek, N. & Kraus, R. (2022, March 8). *founders@unibw – Activating Entrepreneurial Potential among Soldiers*. Paper presented on March 8<sup>th</sup> at the annual International Military Testing Association Conference in Raleigh, NC, USA, March 7<sup>th</sup> to 11<sup>th</sup>, 2022.

### Practitioner Journal

Chochoiek, N., & Notz, M. (2022). *Die neue Gründerszene. Wie junge Entrepreneure ihre Organisation formen*. *Organisationsentwicklung*, 04/22, 40-44.

### Practitioner Book Chapter

Chochoiek, N. (2021). *Persönlichkeitsmerkmale von Intrapreneuren*. In R. Kraus, T. Kreitenweis, & B. Jeraj (Eds.), *Intrapreneurship – Unternehmergeist, Systeme und Gestaltungsmöglichkeiten* (pp. 21-42). Springer Gabler. [https://doi.org/10.1007/978-3-662-64102-6\\_3](https://doi.org/10.1007/978-3-662-64102-6_3)

### Practitioner Meeting Presentation

Chochoiek, N. (July 6, 2023). *Innovation & Transfer in Zeiten des Wandels*. Keynote at TRANSFERleben 2023 – Impulse, Lösungen, Netzwerken, 2023, July 6, Museum für Kommunikation, Nuremberg, Germany.

>>> Siehe auch: [https://www.linkedin.com/posts/nadine-chochoiek\\_ai-innovation-transferleben-activity-7083024338332852224-6Vyp/](https://www.linkedin.com/posts/nadine-chochoiek_ai-innovation-transferleben-activity-7083024338332852224-6Vyp/)

Chochoiek, N. (2023, May 11-12). *Yes, You Can – Dare to Explore New Paths*. Speaker at Women's Careers and Networks Symposium 2023. May 11 and 12, 2023 at the MPI Faßberg Campus, Göttingen, Germany.

Chochoiek, N. (2023, February 17). *US Space Policy as a Role model for Europe?*. Panel at the 3<sup>rd</sup> MSC2023 SpaceNight: Star Wars meets Zeitenwende. Organized by NewSpace Initiative, vbw – Vereinigung der Bayerischen Wirtschaft e. V., and Planet.

Chochoiek, N. (2019, October 10). *Fostering Female Entrepreneurship – Insights aus Forschung & Praxis*. herCareer Messe, Munich, Germany.

### Other Intellectual Contributions

Chochoiek, N. (2022, June 30). *Dare to explore new space(s)*. TEDx-UniBw. <https://www.youtube.com/watch?v=0lbBUgQfOjo>

Chochoiek, N. (2020, March 9). *#GAccelerateHer – Exploring Female Entrepreneurship From a Scientific Perspective*. Interview with German Accelerator. <https://www.germanaccelerator.com/blog/exploring-female-entrepreneurship-from-a-scientific-perspective/>

## 2.4.5 Innovation in Established Businesses

Involved: Prof. Dr. Anne Tryba (until January 31, 2023)

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

### **Failure and work engagement**

*(joint academic paper of Prof. Dr. Dr. Holger Patzelt (TUM), Prof. Dr. Judith Behrens (Université de Bruxelles) & Prof. Dr. Anne Tryba)*

The commitment of employees at work plays a central role in their job performance and has an impact on the success and innovation performance of a company. While previous studies have shown that working conditions significantly influence employee work engagement, little is known about the effects of an organizational environment characterized by failed projects on employee work engagement in innovation contexts. Therefore, we are investigating, based on data from 440 members of innovation projects in established companies, the extent to which the perception of the frequency of project failures affects the work engagement of members in the innovation project team. We are testing this relationship depending on various team factors that reflect task-related mental and socio-emotional resources and their impact on work engagement.

### **Sustainable business model transitions**

*Barriers and solutions for SMEs (joint MBS working paper project of Prof. Dr. Anne Tryba & Nidhi Prakash).*

#### **Academic Conference Presentation**

*Tryba, A. (2022, September 23). Identity Spanning Communities for Integrating Consumer Insights into Technology Analyses at the Fuzzy Front End of Innovation. 25<sup>th</sup> Annual Interdisciplinary Conference on Entrepreneurship and Innovation (G-Forum), 2022, September 22-23, Dresden, Germany.*

#### **Other Intellectual Contributions**

#### **Practitioner Journal**

*Davey, T., Scheck, B., & Hahn, A. (2018). Embedding Entrepreneurship Education at the Munich Business School. University Industry Innovation Magazine, Special Issue 2018, 45-47.*



## 2.4.6 Sustainable Entrepreneurship in Family Businesses and Owner Families in Europe and Emerging Markets

**Involved:** Prof. Dr. Marc-Michael Bergfeld (until August 31, 2021)

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

- Patient Capital and Sustainability in Family Businesses
- Family Offices in Europe and Emerging Markets
- Legacy, Identity and Belonging and the Spirit of Entrepreneurship in Family Businesses
- Family Venturing and Family-backed Venture Capital
- Family Philanthropy

The mentioned areas are interconnected: Long-term thinking and “patient capital” have proven to be key components of family businesses that last for many generations. Additionally, in current research, the focus on sustainability is becoming increasingly important concerning Corporate Social Responsibility, nature conservation, and responsible use of natural resources, as well as the investment of free capital in sustainability-related areas.

Family offices, as investment vehicles of affluent families, and their investment strategies play a crucial role, especially in emerging markets, where wealth has often been created in the past through non-sustainable use of natural resources. To deploy the family’s capital “patiently and sustainably” across generations, the aspects of origin (Identity), belonging to a family, a country, and a region (Belonging), and the entrepreneurial shaping of the next generation (Spirit of Entrepreneurship) are of great significance. This is especially true when the “Next Generation” ventures into new sustainable business areas through family-owned risk capital (Family Venture Capital) or utilizes family-owned capital for philanthropic purposes focused on sustainability (Family Philanthropy).

This topic has gained importance and urgency during the COVID-19 crisis: Business models need to be completely reimagined as societies in emerging markets heavily rely on the philanthropy of affluent local families. Furthermore, investments in digitalization and sustainability have experienced a peak as companies strive to adapt and respond to the changing global landscape brought about by the pandemic.

The Research Topic addresses the various aspects of this broad field through smaller individual projects, which are then brought together to form an overall view:

- **Understanding Family Entrepreneurship Across Generations: An insight into European and Southeast Asian Dynastic Families** (Bergfeld, M.-M., & Bergfeld, A. F. (ongoing). The study examines the differences in the entrepreneurial imprinting of entrepreneurial families in Europe and Asia by comparing the current “Senior Generation” with the “Next Generation.”
- **Success Factors of Family Offices in Emerging Markets (Bergfeld, M.-M., Ritz, J., & Keil, M.).** Through interviews and detailed analysis with Family Offices from emerging markets, their specific characteristics and success factors are examined.
- **The Concepts of Legacy, Identity and Belonging for Family Firms and the Development of an Approach to Create Strong Family Brands Around Them** (Bergfeld, M.-M., Ritz, J., & Wilczura, J.). This study was put on hold in March 2020, when the focus shifted to “Reimagining your Family Business to prosper after COVID-19.”
- **Innovation Processes for Family Firms** (Bergfeld, M.-M., & Ritz, J.). The study investigates the innovation approach of a selected family business concerning its legacy and entrepreneurial transformation towards sustainability and innovative development (Spirit of Entrepreneurship & Sustainability).
- **Sustainable Business Models for Family Philanthropy:** The case of sport industry and athlete support in India and Indonesia (Bergfeld, M.-M.). This study was put on hold in March 2020, when the focus shifted to “Reimagining your Family Business to prosper after COVID-19.”
- **Wealth Creation and Management of Professional Athletes:** The study examines the question of how wealth accumulation occurs in the first generation of family businesses, using the example of a special case of “entrepreneurship” – a professional career at FC Bayern Munich. The research project „(Familien-) Vermögensaufbau und -management bei Hochleistungssportlern“ (Wealth building and management in (family) high-performance athletes) was conducted in collaboration with 12 professional footballers. The study itself is not published due to confidentiality. The main results, however, are summarized in this blog article:

*Bergfeld, M.-M., Suele, F., Abinger, M. (2020, January 9). Courage Contribution: 9 Steps of Wealth Creation & Management for High-Performance Athletes. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/en/2020/courage-center-insight-9-steps-of-wealth-creation-management-for-high-performance-athletes/>*

During the COVID-19 crisis, the concept of “sustainability” in family businesses had to be rapidly redefined towards “crisis innovation.” The lecture series “Reimagine your Family Business to prosper after COVID-19” was broadcasted worldwide in English



and Spanish through networks such as private banks and foreign trade chambers, reaching and educating over 2,000 entrepreneur families. The action recommendations, based on data collected from 124 entrepreneur families, were published as “Outlook and Guiding Questions for Crisis Recovery in Family Businesses.”

#### **Academic Conference Presentation**

Bergfeld, M.-M., Ritz, J. (2020, July 13). *Reimaginar la empresa familiar para prosperar después de COVID-19. Universidad Francisco Marroquin and Tulane University Webinar Series, Panama City, Panama.*

#### **Working Papers/Reports**

Bergfeld, M.-M., Bergfeld, F., Ritz, J. (2020). *Outlook and Guiding Questions for Crisis Recovery in Family Businesses after COVID-19. Courage Contributions Series.*

Bergfeld, M.-M., Bergfeld, F., Ritz, J. (2020). *Perspectivas y preguntas orientadoras para la recuperación de la crisis en las Empresas Familiares después de COVID-19. Courage Contributions Series.*

#### **Practitioner Meeting Presentations**

Bergfeld, M.-M. (2021, June 16). *Stewarding Family Enterprises in the Post-COVID World. United Nations Global Compact Leaders Summit 2021.*

Bergfeld, M.-M. (2020, July 2). *Reimaginar la empresa familiar para prosperar después de COVID-19. CIO Office Speaker Series at UBS Global Wealth Management, New York City, USA.*

Bergfeld, M.-M., Ritz, J. (2020, June 4). *Reimaginar la empresa familiar para prosperar después de COVID-19. AHK Webinar Series, Quito, Ecuador.*

Bergfeld, M.-M. (2020, May 28). *Bouncing back and Re-imagining the Family Business to prosper after COVID-19. Global Expert Speaker Series at Family Business Network Asia, Singapore.*

Bergfeld, M.-M. (2020, May 4). *Bouncing back and Re-imagining the Family Business to prosper after COVID-19. Network discussion for Stewardship Asia Center, Singapore.*

Bergfeld, M.-M., De Dietrich, K., & De Dietrich, G. (2019, September 3). *350 years of sustainable Family Entrepreneurship – The case of De Dietrich. 21<sup>th</sup> Annual Family Business Conference, Melbourne, Australia.*

Ritz, J., Bergfeld, M.-M. (2019, August 1). *Good governance for Family Businesses. AHK Ecuador, Quito, Ecuador.*

Ritz, J., Bergfeld, M.-M. (2019, July 31). *Long-term success for Family Businesses. AHK Ecuador, Cuenca, Ecuador.*

Bergfeld, M.-M., Bergfeld, A. F. (2019, July 19). *Developing a Business Family-like career for yourself. Ettal Boarding School, Ettal, Germany.*

Bergfeld, M.-M., Bergfeld, A. F. (2018, October 20). *Understanding Family Venturing – An analysis of cases from Singapore. Collision 8, Singapore.*

## 2.4.7 Other Intellectual Contributions in the Research Field Innovation & Entrepreneurship

#### **Award**

Seif, H. et al. (2020, July 29): *First Place in the “Give a Breath” Challenge (Design Competition for Emergency Ventilation Devices during the Coronavirus Pandemic) by the Fraunhofer Society and Munich RE for the VividBreath Team, an initiative of the Munich Business School and NEMEON e.V12.*

## 2.4.8 Doctoral Theses in the Research Field of Innovation & Entrepreneurship

The following doctoral dissertations were successfully completed in the Innovation & Entrepreneurship research field during the reporting period:

Soesilowati, J. (2023). *The Meaning of Leadership in a Semiconductor Industry*. DBA Thesis, Sheffield Hallam University, UK.

Dembski, D. (2022). *Innovating Innovation Management in the Medical Device SME Sector Through Competition*. DBA Thesis, Sheffield Hallam University, UK.

Filatov, G. (2021). *Home-Bias in Online Fundraising: An Analysis of International Reward-Based Crowdfunding*. DBA Thesis, Sheffield Hallam University, UK.

Agrawal, A. (2020). *Impact Investing Strategies*. Copenhagen Business School, DK.

The following doctoral theses are currently being worked on in the Innovation & Entrepreneurship research field in the DBA program or by employees of the university and supervised by professors of Munich Business School (the titles are working titles):

Holzberger, M. (submitted). *Corporate Agility – A Framework to Compete in High-Velocity Markets*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: A. Albrecht, Munich Business School; C. Cole, Sheffield Hallam University; J. McAuley, Sheffield Hallam University).

Huettenbraeucker, J. (planned). *Strategy Development and Risk Management for Sustainable Energy Mix in Heavy Industry*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: M. Franzkowiak, Munich Business School; H. Seif, Munich Business School; L. Zheng, Sheffield Hallam University).

Khopade, P. (planned). *Comparative Study about Innovative Start-Ups*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: J. Smith-Maguire, Sheffield Hallam University).

Kragulj, D. (planned). *Driving Improvements in Lean Production – What Really Matters to Production Employees*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: H. M. Rüdiger, Munich Business School; J. McAuley, Sheffield Hallam University).

Lauerbach, P. (planned). *Success Factors of Start-up Financing as Alternative Investments for Family Offices within the German Market*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: E. Stumpfegger, Munich Business School).

Lesser, S. (planned). *Circular Economy: Benchmark and Evaluation of the Recycling and Integration of End-of-Life Products into the Second-Hand Market in the Gear & Garment Motorcycle Industry*. DBA

Thesis, Sheffield Hallam University, UK (Supervisor: H. Seif, Munich Business School).

Lütjens-Schilling, L. (planned). *Policy Interventions in Support of Inclusive Business Strategies and Impact Investing*. Dissertation, Universität Hamburg, Germany (Supervisors: A. Bassen, Universität Hamburg; B. Scheck, Munich Business School).

Lukasiak, P. (planned). *Impact of Agile Management on the Strategic Performance within German Start-Ups*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: T. Röhm, Munich Business School; D. Egan, Sheffield Hallam University, S. Issa, Sheffield Hallam University, A. Pakgohar, Sheffield Hallam University).

Meggars, A. (planned). *An Agent-Based-Model for Innovative Behaviour within Insurance Customer Service Teams*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: B. Wolf, Munich Business School).

Resch, F. (planned). *Automotive Industry 2030– Key Success Factors for OEMs*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: H. M. Rüdiger, Munich Business School, N. Haynes, Sheffield Hallam University).

Soylu, B. (planned). *Blockchain Transfer of Trust from Technology To Start-up – Trust Factors in Technology that Transfer to Start-up and Influence Organizations' Cooperation with Start-ups in Blockchain Space in USA*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: H. Seif, Munich Business School, M. Sigala, Sheffield Hallam University).

Xu, Qi (planned). *Achieve Sustainable Growth for German B2B Business in China – Culture & Strategy*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: C. Weilage, Munich Business School, W. Chen, Sheffield Hallam University).

Zhou, Z. (planned). *Sustainability as a Strategy for the Energy Storage Industry*. DBA Thesis, Sheffield Hallam University, UK. (Supervisors: Ch. Schmidkonz, Munich Business School, P. Singh, Sheffield Hallam University).

## 2.5 RESEARCH FIELD LEADERSHIP & RESPONSIBILITY

Involved: Prof. Dr. Arnd Albrecht (chair), Prof. Dr. Katja Bubmann, Prof. Dr. Alexandra Hauser, Prof. Dr. Patricia Kraft, Prof. Dr. Hans Michael Rüdiger, Prof. Dr. Barbara Scheck, Prof. Dr. Christian Schmidkonz, Dr. José M. Alcaraz (until May 31, 2020), Prof. Dr. Marc-Michael Bergfeld (until August 31, 2021), Prof. Dr. Alexander Hahn (until September 3, 2018), Prof. Dr. Gottfried Schöffner (until August 31, 2020), Prof. Dr. Ellen Schmid (until November 30, 2021) and Prof. Dr. Wolfgang Zirus (until August 31, 2021).

### Description

Munich Business School understands Leadership and Responsibility as the management of executives and employees with a focus on the strategic economic objectives of the company, as well as the operational implementation of leadership methods, and the personal development of individuals. Modern leadership models include both transformational and transactional elements, describing the functions of leadership through motivation and business coaching, talent and performance management, strategic development, and retaining employees and high potentials in companies. This is particularly relevant against the backdrop of strong global demographic differences concerning aging, transgenerational development, and shifting values in societies, countries, and continents.

Ethical and responsible thinking and actions are at the core of their research, aiming to create and maintain sustainable leadership, team building, and team culture. Professional personnel management and responsible behavior are key factors for the long-term success of companies and public institutions. This includes awareness of trends such as digitization and internationalization, the application of appropriate and agile leadership tools, as well as the identification of employees' competencies.

The supervision and consistent long-term development of these skills by owners in family businesses are increasingly becoming the subject of public discussion in the aforementioned areas. This gains strong social and macroeconomic relevance due to the upcoming "Great Wealth Transfers." The profound challenges posed by the COVID-19 crisis act as additional amplifiers. This includes the tasks and self-perception in supervisory boards and advisory boards, especially in family businesses. For consistency, the research on this topic can be found in the "International Management" section of the research report, as the research field of "International Family Businesses" is located there.

The university considers it particularly important to not only focus on the professional development of employees but also to understand and positively influence their attitudes, behaviors, and motivations. Additionally, the significance of corporate culture, the organizational climate, and interactions within teams and the entire organization is increasing. All dimensions of diversity are also relevant in this context, which is why significant contributions are made in this area of research.

The social and educational mission of preparing students to be employable, critical and responsible citizens, as well as future leaders, places this research field at the core of the university's mission and vision. It reflects the values and principles of the university.

### Research objectives

For a deeper understanding of the new challenges, the Munich Business School addresses the following research questions in the research field of Leadership & Responsibility:

- What new requirements exist for **future leaders**, and what approaches can support them in their tasks?
- What does the **organization of the future** look like?
- Which agile methods **support leadership**?
- What **diversity topics** (e.g., culture, gender, generations) play a role in leading people?
- **Sustainable Development** of Organizations
- **Sustainable Design**
- **Conducting business sustainably**: What ethical and moral issues arise in relation to it?
- How can **corporate responsibility and sustainability** be implemented in companies?

### Relevance to the MBS Vision and Mission

Students and graduates of Munich Business School are encouraged to think entrepreneurially and make economically informed decisions while being conscious of their social and societal responsibility. Throughout their studies, they are prepared for taking on leadership roles and demonstrating integrity in matrix structures. A particular focus is given to leadership behavior in general, and specifically on topics such as responsible leadership, corporate responsibility, sustainability, and business ethics (acting responsibly).

### Research topics

The following main research topics are addressed in the research field of Leadership and Responsibility:

1. **New Leadership Styles** (see 2.5.1)
2. **Diversity Management** (see 2.5.2)
3. **Healthcare Management: Stress, Burn-Out, Resilience, and Happiness** (see 2.5.3)
4. **Entrepreneurial Responsibility and Sustainability** (see 2.5.4)
5. **Responsible Leadership and Mentoring** (see 2.5.5)
6. **Sustainable Development of Organizations** (see 2.5.6)
7. **Sustainable Design** (see 2.5.7)

Several concrete projects are assigned to each research topic.

## 2.5.1 New Leadership Styles

Involved: Prof. Dr. Arnd Albrecht

The research in the area of “New Leadership Styles” explores the question of which competencies modern leaders need to develop and to what extent they can and must adapt to highly volatile and complex work environments. The study focuses on new leadership models, taking into account current developments and trends in the market, including cultural diversity, multiple generations in organizations, and the analysis of the effects of leadership styles and instruments. Based on this research, critical competency requirements and personality profiles for management are derived, and the resulting need for the further development of leaders is identified.

### Academic Journals

Albrecht, A., & Ameln, F. von (in press). *Agilität. Zeitschrift für Angewandte Organisationspsychologie (GIO)*, 54(4).

Albrecht, E., Luxa, M. A., & Albrecht, A. (in press). *Transformationales Projektmanagement, Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)*, 54(4).



Albrecht, A., Albrecht, E. (2021). *Hybrides Projektmanagement. Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)*, 52, 185-191. <https://doi.org/10.1007/s11612-021-00563-z>

### Practitioner Book

Albrecht, A. (2021). *Zukunftsgerecht führen: Plena-Leadership – die Synthese von Management, Neurowissenschaft und Psychologie. Springer Gabler*. <https://doi.org/10.1007/978-3-658-34253-1>

### Practitioner Book Chapter

Albrecht, A. (2020). *Work 4.0*. In L. von Rosenstiel, E. Regnet, & M. E. Domsch (Eds.), *Führung von Mitarbeitern. Stuttgart (8<sup>th</sup> edition, pp. 733-746)*. Schäffer-Poeschel Verlag.

### Business Coaching

Involved: Prof. Dr. Arnd Albrecht

Business coaching as a new leadership tool will be examined in more detail. This applies both to new coaching methods and to the extent to which individualized support and development of employees through coaching leads to greater self-reflection and better leadership, and what implications can be derived from this for companies. This research will be conducted in cooperation with the Munich Business Coaching Institute (MBCI) and the Roundtable of Coaching Associations (RTC) or one of their members. Collaborations with other universities and the International Coach Federation (ICF) are planned.

### Leadership Development in a Digital World (Work 4.0)

Involved: Prof. Dr. Arnd Albrecht, Prof. Dr. Alexandra Hauser, Prof. Dr. Ellen Schmid (until November 30, 2021)

The increasing digitalization of the work environment poses problems in the area of leadership and management that are still unresolved. In order to develop appropriate, novel leadership styles, the following research questions in particular will be pursued. Which new agile learning and communication methods and which organizational models in the context of Leadership 4.0 are needed and which need to be newly or further developed in order to best manage teams in a virtual environment? How can (young) leaders be prepared for these challenges? What does a future-proof leadership development look like that both uses new, digital teaching-learning methods and conveys value-oriented leadership approaches?

Virtual leadership in an industry that is becoming increasingly automated and requires new methods, skills, and ethical guidelines is a forward-looking task. The relevance of space and time is shifting in the context of managing digital workflows. In addition, trends such as big data, ever-shorter innovation cycles, and even disruptive technological changes are forcing managers to adapt more quickly. However, the individual remains at the heart of leadership models. Several research dimensions are explored in this regard: appreciation as a return-on-investment factor, leadership qualities such as communication strength, reliability, authenticity as a factor for the further development of organizations.

There is a research cooperation with the University of Applied Sciences Südwestfalen on AI (Artificial Intelligence) and with Prof. Dr. Evelyn Albrecht on the importance of leadership in the 21<sup>st</sup> century (communication, leadership of mixed teams).

Studies on new competencies and competency models are becoming increasingly important in the context of a changing society and Industry 4.0. Studies on the expectations of Generation Y versus industry experts (HR managers and executives) are contrasted.

### Academic Journals

Kauffeld, S., Albrecht, A. (2021). *Kompetenzen und ihre Entwicklung in der Arbeitswelt von Morgen: branchenunabhängig, individualisiert, verbunden, digitalisiert? Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)*, 52, 1-6. <https://link.springer.com/article/10.1007/s11612-021-00564-y>

Knipfer, K., Schreiner, E., Schmid, E., Peus, C. (2018). *The performance of pre-founding entrepreneurial teams: The importance of learning and leadership. Applied Psychology: An International Review*, 67(3), 401-427. <https://doi.org/10.1111/apps.12126>





### **Academic Book**

Albrecht, A. (2021). *Zukunftsgerecht führen: Plena-Leadership – die Synthese von Management, Neurowissenschaft und Psychologie*. Springer Gabler. <https://doi.org/10.1007/978-3-658-34253-1>

### **Academic Conference Presentations**

Egorov, M., Knipfer, K., Schmid, E., Peus, C., Fischer, P. (2019, September 25-27). *Digitalisierung und Führungskräfteentwicklung: Herausforderungen erkennen – neue Lösungswege beschreiben*. 11. Tagung der Fachgruppe Arbeits-, Organisations- und Wirtschaftspsychologie (AOW) der Deutschen Gesellschaft für Psychologie, Braunschweig, Germany.

Knipfer, K., Schmid, E., Schmelzer, D. (2019, September 25-27). *Online-Feedback und digitales Coaching zur Förderung des Trainingstransfers*. 11. Tagung der Fachgruppe Arbeits-, Organisations- und Wirtschaftspsychologie (AOW) der Deutschen Gesellschaft für Psychologie, Braunschweig, Germany.

Schmid, E., Böhm, M. (2019, September 25-27). *Kompetenzbereiche für die digitale Arbeitswelt: Ein Kompetenzmodell für die Führungskräfteentwicklung. Neue Formen der Arbeit in der digitalisierten Welt: Veränderungskompetenz stärken*. 11. Tagung der Fachgruppe Arbeits-, Organisations- & Wirtschaftspsychologie (AOW) der Deutschen Gesellschaft für Psychologie, Braunschweig, Germany.

Knipfer, K., Schmid, E., Peus, C. (2018, September 15-20). *The promise (and peril) of educational technology for leadership development: Empirical evidence and conceptual ideas*. Symposium, 51. Kongress der Deutschen Gesellschaft für Psychologie (DGPs), Frankfurt/Main, Germany.

Knipfer, K., Schmid, E., Schmelzer, D. (2018, September 15-20). *Boosting the long-term impact of leadership training by digital coaching*. 51. Kongress der Deutschen Gesellschaft für Psychologie (DGPs), Frankfurt/Main.

### **Practitioner Journals**

Peus, C., Hauser, A. (2021). *Leading in the digital age*. *Journal of Financial Transformation*, 52, 34-41. [https://www.lll.tum.de/wp-content/uploads/2021/04/The-Capco-Institute-Journal\\_Peus\\_Hauser\\_Leading-in-the-digital-age\\_EN.pdf](https://www.lll.tum.de/wp-content/uploads/2021/04/The-Capco-Institute-Journal_Peus_Hauser_Leading-in-the-digital-age_EN.pdf)

Peus, C., Hauser, A. (2020). *Herausforderung Digitalisierung – Acht Thesen für zukunftsorientiertes Führungshandeln*. *Wirtschaftspsychologie aktuell*, 2/2020, 21-26. [https://www.lll.tum.de/wp-content/uploads/2021/04/Wirtschaftspsychologie-aktuell\\_Peus\\_Hauser\\_Reinventing-Leadership.pdf](https://www.lll.tum.de/wp-content/uploads/2021/04/Wirtschaftspsychologie-aktuell_Peus_Hauser_Reinventing-Leadership.pdf)

Schreiner, E., Knipfer, K., Schmid, E., Münch, T. (2020). *Neues lernen – Anforderungen an eine zukunftsfähige Personalentwicklung. Fünf Thesen und zwei Anwendungsbeispiele*. *Personal in Hochschule und Wissenschaft entwickeln*, 1/2020, 18-29.

### **Practitioner Meeting Presentation**

Schmid, E. (2019, November 21). *Kompetenzen für die Digitale Arbeitswelt. Wie gelingt Digitalisierung? Werte & Kompetenzen*. Zentrum Digitalisierung, Hof, Germany.

## 2.5.2 Diversity Management

In an increasingly interconnected business world, the different values and cultural dimensions that are shaped and lived in different societies pose a growing challenge to the leadership behavior of international managers. As the world's demographics continue to evolve, multi-generational leadership is a growing challenge.

### Diversity Management on Gender: Female Leadership

Involved: Prof. Dr. Arnd Albrecht, Prof. Dr. Patricia Kraft, Prof. Dr. Hans Michael Rüdiger, Prof. Dr. Ellen Schmid (until November 30, 2021)

As part of the research focus "Female Leadership", extensive activities in the area of "Women in Leadership" take place at MBS (networking events, seminars, workshops and exchange opportunities for female MBS stakeholders). Thought-provoking impulses are needed to question the gender status quo, to develop solutions for the gender challenges of the future and to realize a more equal and gender-friendly business world. In particular, the underrepresentation of women in leadership positions needs to be examined. The research activities in this area are linked to the cooperation with the women's career network Mission Female, including analyses and studies on international success factors for women's careers and the analysis of the impact of the gender care gap. Two Erasmus+ projects on women's empowerment are also located in this area (see above the WEMag and EASE research projects).

#### Working Paper/Report

*De Anna, G., Schmid, E., Kraft, P. (2021). Beyond Borders: International Female Leaders & their Way to the Top. A Comparative Analysis of Success Factors for and Barriers of Advancement to Senior Management Roles for Women in USA, Sweden, Netherlands. Munich Business School, Munich, Germany.*

#### Other Intellectual Contributions

*De Anna, G., Schmid, E., Kraft, P. (2021, March 8). International Female Leaders & their Way to the Top. Podiumsdiskussion im "Beyond Borders Talk" des Frauenkarriere-Netzwerkes Mission Female, Deutschland.*

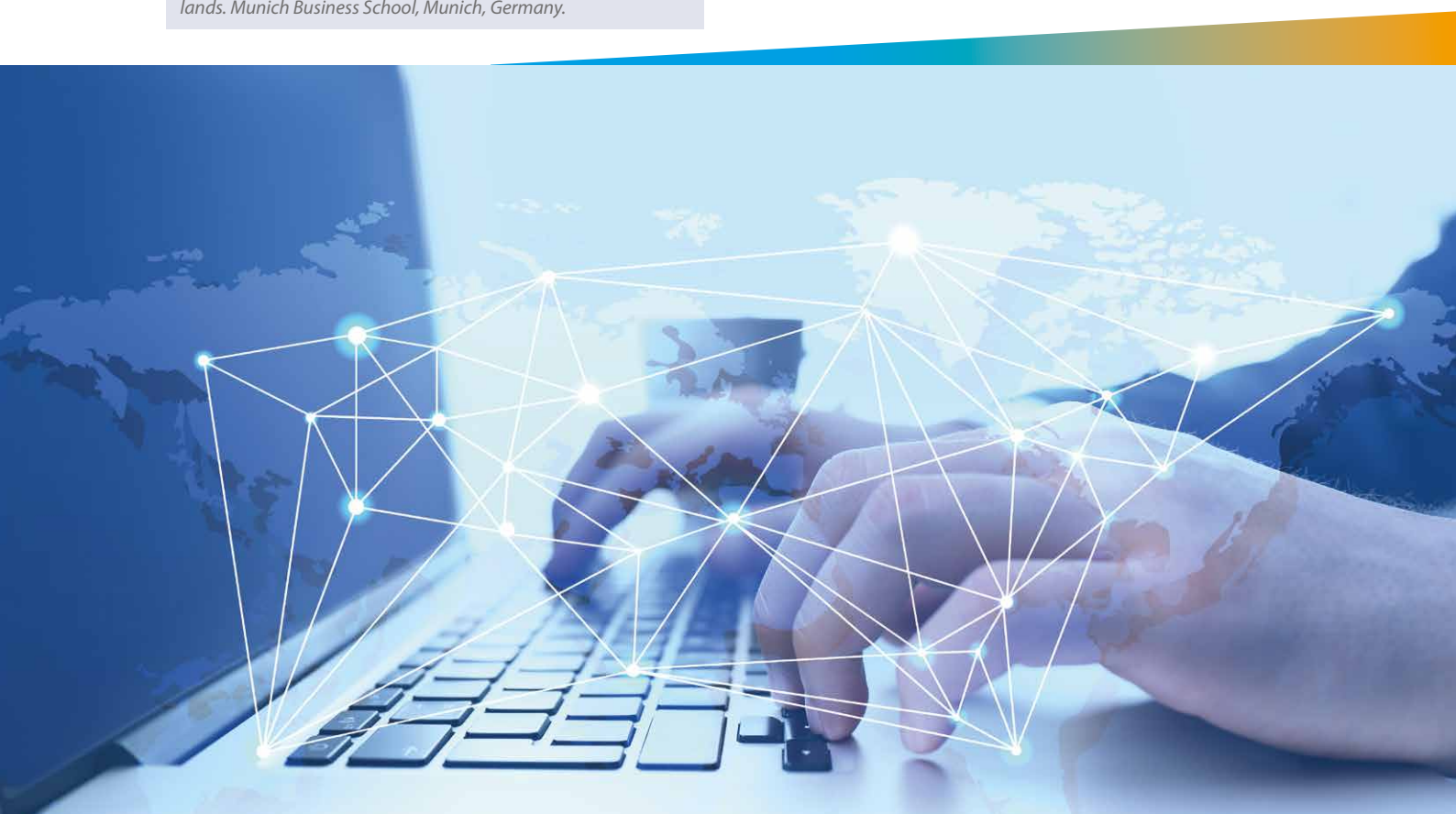
*Kraft, P. (2020, November 25). Frauen Power: Weibliche Führungskräfte im Unternehmensumfeld – wie funktioniert das? Podiumsdiskussion an der Universität Regensburg, Regensburg, Germany.*

*Winkelvoss, G. (2019, October 8). How Diversity Drives Innovation. Podium discussion at Munich Business School, Munich, Germany.*

### Diversity Management on Generations X, Y, Z

Involved: Prof. Dr. Arnd Albrecht

This project examines the influence of generational differences on leadership behavior and motivational differences in the workplace. The research is based on "The Generation Study," which is designed to examine differences in behavior and values related to current and future leadership tasks in different age groups. The study is designed to last five years and has been running since 2018 with more than 1,000 participants recruited from schools, universities and industry.



## 2.5.3 Healthcare Management: Stress, Burn-Out, Resilience, and Happiness

Involved: Prof. Dr. Arnd Albrecht, Prof. Dr. Christian Schmidkonz

The ever-increasing challenges for managers and employees in a VUCA (volatile, uncertain, complex and ambiguous) world, health hazards such as stress and burnout, can be positively influenced by personal resistance, resilience and the targeted application of insights from happiness research (such as mindfulness and MBSR – Mindfulness Based Stress Reduction). Healing therapies and support for injured employees and reintegration are also important areas of research.

### Stress, Burnout, and Resilience

Involved: Prof. Dr. Arnd Albrecht, Prof. Dr. Alexandra Hauser, Prof. Dr. Christian Schmidkonz

The image of leadership in the 21<sup>st</sup> century is determined not only by corporate healthcare, but also by the individual responsibility of the manager for the employee. The following topics, among others, are examined here:

**Burnout prevention:** How can burnout be prevented, and what organizational and personal infrastructure is necessary for an appropriate life-domain balance (formerly: work-life balance)? What role do aspects such as health care and the “caring” of the supervisor play in the reintegration into working life?

**Value incongruence:** How does value incongruence (person-organization) affect well-being and what can be done when values do not match (coping strategies)?

**Resilience in young people:** Research on resilience among Generation Y and students was conducted, the results are being evaluated and a publication is in preparation.

### Academic Journals

Hillert, A., Albrecht, A., Voderholzer, U. (2020). *The Burnout Phenomenon: A Résumé After More Than 15,000 Scientific Publications*. *Frontiers in Psychiatry* 11:519237.

Doblhofer, D. S., Hauser, A., Kuonath, A., Haas, K., Agthe, M., Frey, D. (2019). *Make the best out of the bad: coping with value incongruence through displaying facades of conformity, positive reframing, and self-disclosure*. *European Journal of Work and Organizational Psychology*, 1-22. <https://www.tandfonline.com/doi/abs/10.1080/1359432X.2019.1567579?journalCode=pewo20>; \*geteilte Erstautorenschaft

Hauser, A. (2019). *Work-Life-Challenge? Accepted! Wissenschaftler/innen und die (Un-) Vereinbarkeit von Lebensbereichen*. *Personal in Wissenschaft und Hochschule entwickeln*, 1, 75-88.

Albrecht, A., Hillert, A., Albrecht, E. (2018). *Burnout: Coaching versus Psychotherapie*. *PiD – Psychotherapie im Dialog*, 19(03), 80-84. <http://doi.org/10.1055/a-0556-2563>

Spieler, I., Hauser, A. (2018). *Aus dem Gleichgewicht – die Vereinbarkeit von Lebensbereichen als Herausforderung*. *PiD – Psychotherapie im Dialog*, 19(03), 29-33, <https://www.thieme-connect.de/products/ejournals/abstract/10.1055/a-0556-2409>

### Academic Conference Presentations

Hauser, A., & Schmid, E. (accepted). *Dancing with the devil – Copingstrategien zum Umgang mit Exploitative Leadership*. 13. Fachgruppentagung der Fachgruppe Arbeits-, Organisations- und Wirtschaftspsychologie, gemeinsam mit der Fachgruppe Ingenieurspsychologie der Deutschen Gesellschaft für Psychologie: “Proaktive Anpassung an eine sich verändernde Arbeitswelt”, 2023, September 12-15, Kassel, Germany.

Hauser, A., & Schmid, E. (2023, April 13). *Dancing with the devil – Identifying strategies to cope with Exploitative Leadership*. Mini-Conference on Leadership and Positive Change in Organizations, 2023, April 12-14. NEOMA Business School, Reims, France.



### Practitioner Books

Hillert, A., Albrecht, A. (2020). *Burn-out – Stress – Depression: Interdisziplinäre Strategien für Ärzte, Therapeuten und Coaches*. Urban & Fischer.

Welledits, V., Schmidkonz, Ch., Kraft, P. (2019). *Digital Detox im Arbeitsleben. Methoden und Empfehlungen für einen gesunden Einsatz von Technologien*. Springer. <https://doi.org/10.1007/978-3-658-28071-0>





### **Practitioner Journals**

Schmidkonz, Ch., Kraft, P., Welledits, V. (2019). Zurück zur Selbstbestimmung. *Human Resource Manager*, 06/2019, 74-77.

Mausz, I., Dickert, T., Hauser, A., Kuonath, A. Frey, D. (2019). Untersuchung zur Belastung am Richterarbeitsplatz in Bayern. *Deutsche Richterzeitung*, 19, 254-259.

### **Other Intellectual Contribution**

Albrecht, A. (2021, October 20). Burn-Out, Stress & Depression. *Science@Lunch, Munich Business School, Munich, Germany*.

## **Happiness as Success Factor for Businesses**

**Involved: Prof. Dr. Christian Schmidkonz**

In the last two decades in particular, the highly interdisciplinary field of happiness research has produced numerous new findings that play an important role not only in psychology, medicine, philosophy, and education, but also in business administration and economics. In particular, however, studies of happiness-theoretical contexts in the organizational context are still relatively scarce.

The goal of this research area is to anchor the various fields of research on happiness, in the sense of subjective and objective well-being, in the field of business administration. Topics include "Happiness at Work", i.e. the question of how workplaces, work tasks, and corporate culture can be designed to maintain or increase productivity while at the same time enhancing employees' subjective well-being and job satisfaction. This also takes place in an international and intercultural context. Another topic is the instrumentalization of happiness to sell products and services. Specific aspects of branding, advertising and marketing are considered. Special emphasis is placed on products and services whose purchase and consumption support a higher purpose. In addition, the use of income for material consumption as opposed to experiential consumption and the resulting effects on the subjective well-being of individuals will be analyzed, including international comparisons.

The studies are regularly conducted against the backdrop of the varying importance of happiness among different generations (especially Generations Y and Z, but also Generations X), and are also repeatedly examined in an international context. The Greater China economic area plays a particularly important role in this context (see Research Field International Business).

In early 2018, a comprehensive publication on this research topic appeared on the psychology of happiness, happiness in philosophy and history, and happiness in business. In 2021, the book "Quick Guide to Happiness at Work" was published.

### **Practitioner Journal**

Schmidkonz, Ch. (2018). Geld alleine macht auch in China nicht glücklich. *ChinaContact*, 03-04/2018, 54-56.

### **Practitioner Books**

Schmidkonz, Ch. (2021). *Quick Guide Glück im Arbeitsleben: Wie der Arbeitsalltag in Unternehmen gesünder, glücklicher und erfolgreicher gestaltet werden kann*. Springer Gabler.

Steiner, A. D., Hefe, C., Schmidkonz, Ch. (2018). *Happiness im Business: Zufriedene Mitarbeiter – glückliche Manager – erfolgreiche Unternehmen*. Wiley-VCH.

### **Practitioner Meeting Presentations**

Schmidkonz, Ch. (2019, November 26). *Happiness im Business*. MAFAC – E. Schwarz GmbH & Co. KG, Europapark Rust, Germany.

Schmidkonz, Ch. (2019, October 23). *Success Factor Happiness – 5 Gründe, warum Happiness und Business zusammengehören*. Medientage München 2019, Munich, Germany.

Schmidkonz, Ch. (2019, October 10). *Success factor happiness and IT 5.0. Creating smart enterprises by applying IT 5.0 by Unisys*, Munich, Germany.

Schmidkonz, Ch. (2019, September 20). *Happiness and Purpose for Leaders*. MBS Global Week 2019, Munich, Germany.

Schmidkonz, Ch. (2018, December 11). *Introduction to Happiness and Technology*. blu Professionals GmbH, Munich, Germany.



## 2.5.4 Entrepreneurial Responsibility and Sustainability

Involved: Prof. Dr. Barbara Scheck, Prof. Dr. Christian Schmidkonz, Prof. Dr. Jose Alcaraz (until May 31, 2020), Prof. Dr. Gottfried J. Schäffner (until August 31, 2020)

Social issues and corporate responsibility are coming to the fore. The stakeholder perspective, which balances the demands and interests of different social groups, is becoming increasingly important in the intuitive focus of managers. Sustainable development of employees as well as of organizations or economic areas is indispensable for a long-term global economy.

### Conscious Business

Involved: Prof. Dr. Christian Schmidkonz

In a rapidly changing world, a VUCA world (Volatile, Uncertain, Complex and Ambiguous), a different approach to business is required than in the less global, less connected world of Generation X and its predecessors. In order to achieve sustainable business success as an entrepreneur, manager, founder or CEO, it is no longer necessary to work in a KPI-oriented manner, but to define and prioritize goals in a completely different way and to align corporate strategies, philosophies and values accordingly.

In the early days, at least since the 1990s, companies have published reports on their corporate social responsibility (CSR) in addition to their annual reports. Today, companies are publishing social balance sheets, are certified as B Corporations, and/or are increasingly focusing on the action maxims of Conscious Business. In contrast to CSR, Conscious Business also includes the explicit consideration of corporate culture, leadership approaches, as well as investors, customers, suppliers and competitors in corporate strategy and daily business activities. In this respect, the Conscious Business approach provides a much more comprehensive framework than CSR has been able to offer in the past.

Many companies, especially in the U.S., are already following the Conscious Business maxims and integrating the following four principles into their daily activities: Stakeholder Integration, Higher Purpose, Conscious Leadership, and Conscious Culture

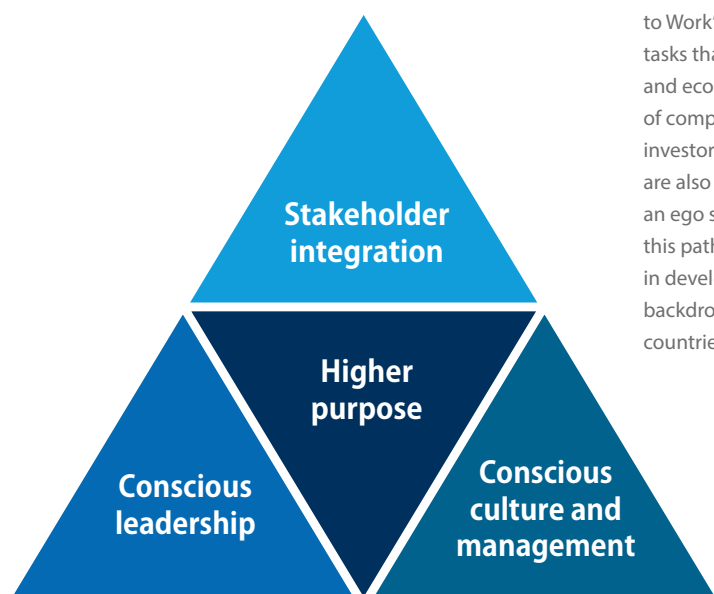


Figure 15: Principles of Conscious Business

& Management. These principles influence each other, form the basis of every business action and, in their respective forms, represent the philosophy of the company, which also determines the actions and attitudes of the employees.

In a rapidly changing world, a VUCA world (Volatile, Uncertain, Complex and Ambiguous), a different approach to business is required than in the less global, less connected world of Generation X and its predecessors. In order to achieve sustainable business success as an entrepreneur, manager, founder or CEO, it is no longer necessary to work in a KPI-oriented manner, but to define and prioritize goals in a completely different way and to align corporate strategies, philosophies and values accordingly.

The research interest here is particularly focused on the manifestations of the principles in different companies in different countries. A study of four case studies based on interviews with managers in German Conscious Businesses is already under development. Another research interest is the application of the principles in product development and marketing of products and services that not only serve a functional purpose, but also provide a higher value through purchase and/or consumption (Purpose Infused Products and Brands). Research in this area has already been conducted and is being prepared for publication.

The aim is to raise awareness of this still very young field of research in Germany and to make research results available to companies and institutions. Last but not least, elements of Conscious Business also play a decisive role in the career choices of Generation Y and Z (see research focus 5.1.). In the future, "Best Place to Work" and similar competitions, as well as the design of work tasks that ideally bring not only entrepreneurial but also social and ecological benefits, will play a central role in the positioning of companies vis-à-vis (future) employees. However, customers, investors (especially in the area of impact investing) and suppliers are also increasingly demanding that companies move away from an ego society and towards an eco society. As described above, this path is a matter of course for Generations Y and Z, not only in developed countries such as Germany, but also, against the backdrop of social and ecological upheaval, in emerging Asian countries such as the People's Republic of China.



**Academic Journal**

Rennollet, I., Schmidkonz, Ch., Kraft, P. (2020). The role of purpose in consumer choice: a comparison between baby boomers and millennials in Germany with a focus on sustainability and consciousness. *World Review of Entrepreneurship, Management and Sustainable Development*, 16 (3), 241-261. <https://doi.org/10.1504/WREMSD.2020.10026389>

**Academic Books**

Stahlhofer, N., Schmidkonz, Ch., & Kraft, P. (2023). *Conscious Business in Deutschland. Bewertung des Status quo und Ausblick auf ein neues Paradigma in Wirtschaft und Gesellschaft*. Heidelberg: Springer International Publishing. <https://link.springer.com/book/10.1007/978-3-031-31378-3>

Stahlhofer, N., Schmidkonz, Ch., Kraft, P. (2018). *Conscious Business in Germany: Assessing the Current Situation and Creating an Outlook for a New Paradigm*. Springer International Publishing. <https://doi.org/10.1007/978-3-319-69739-0>

**Academic Conference Presentations**

Schmidkonz, Ch. (2019, November 15). Teaching 'Conscious Business'. *Univerzita Palackého v Olomouci, Tschechien*.

Schmidkonz, Ch. (2019, November 14). *Why the future belongs to Conscious Business*. *Univerzita Palackého v Olomouci, Tschechien*.

**Working Paper/Report**

Antonio, J. L., Schmidkonz, C., & Kraft, P. (2022). *Promises Have a Price: An Analysis of Higher Purpose, Purpose Washing, and Financial Performance Using the Example of Germany's DAX 30*. *Munich Business School Working Paper Series (ISSN 2367-3839)*, 2022-05.

**Practitioner Journal**

Schmidkonz, Ch., Kraft, P., Reitmeier, P. (2018). *Transformative Technologien. Wie Technologien zur inneren Ruhe führen sollen*. *KMU-Magazin* 11/12, 42-45.

**Practitioner Meeting Presentation**

Schmidkonz, Ch. (2018, November 5). *Teaching Conscious Business at a Business School*. *Conscious Capitalism DACH*.

**Other Intellectual Contributions**

Schmidkonz, Ch. (2023 February 16). *Beyond Sustainability: The emergence of regenerative businesses*. *Institut Supérieur du Commerce (ISC), Paris, France*

Schmidkonz, Ch. (2022, April 21). *Regenerative Business*. *Science@Lunch, Munich Business School, Munich, Germany*.

Schmidkonz, Ch. (2021, March 16). *Higher Purpose: How Companies Create Value Through Values*. *International Week, Munich Business School, Munich, Germany*.

Schmidkonz, Ch. (2020, March 7). *Higher Purpose: How Companies Create Value Through Values*. *Explorer Day, Munich Business School, Deutschland*

## Conscious Business Education (CBE)

Involved: Prof. Dr. Christian Schmidkonz, Konstantin Mudrack



The Erasmus+ research project “Conscious Business Education (CBE)” aims to develop a curriculum on Conscious Business for undergraduate, graduate and executive education. The courses jointly designed by the partners will cover all aspects of Conscious Business Education, including Conscious Leadership, Conscious Marketing, Impact Entrepreneurship, an ethical approach to risk management and governance, and many other relevant topics. The project will run for three years until autumn 2024 and is funded by the EU Commission through the Erasmus+ program with approximately 300,000 EUR.

Project management and coordination Munich Business School (project manager: Konstantin Mudrack, academic director: Prof. Dr. Christian Schmidkonz). Cooperation partners are the universities Julius-Maximilians-Universität Würzburg (Germany), UPF Barcelona School of Management (Spain), Palacký University Olomouc (Poland), Nova School of Business and Economics (Portugal), the Impact Centre Erasmus (Netherlands), and PIMEC, Catalonia’s Association of Small and Medium-sized Enterprises (Spain). Duration: January 2022 to December 2024.

>>> In April 2023, the CBE partners met at MBS for a LTT meeting – Learning, Training and Teaching, see: <https://www.munich-business-school.de/insights/en/2023/ltt-meeting-of-the-conscious-business-education-project-at-munich-business-school/>



>>> In June 2023, the first major multiplier conference took place in Barcelona, see: <https://www.munich-business-school.de/insights/en/2023/conscious-business-education-research-project-holds-multiplier-conference-in-barcelona/>



On June 28 and 29, the first major CBE Multiplier Conference took place in Barcelona

## Corporate Volunteering

Involved: Prof. Dr. Barbara Scheck

Corporate volunteering is the voluntary engagement of employees in social causes. It is an instrument within the framework of corporate sustainability efforts and aims to have a significant social impact as well as an influence on the economic success of companies. In Germany, over 90% of large companies and over 60% of medium-sized companies offer corporate volunteering programs. However, compared to other, more established instruments of corporate engagement (such as donations or sponsoring), corporate volunteering is still in its infancy and research on corporate volunteering can be described as a relatively young, phenomenon-driven field.

### Academic Book

Dreesbach-Bundy, S., Scheck, B. (Eds.) (2018). *CSR und Corporate Volunteering. Mitarbeiterengagement für gesellschaftliche Belange*. Springer Gabler. <https://doi.org/10.1007/978-3-662-54092-3>

### Academic Book Chapter

Dreesbach-Bundy, S., Scheck, B. (2018). Einführung. In S. Dreesbach-Bundy, & B. Scheck. (Eds.), *CSR und Corporate Volunteering. Mitarbeiterengagement für gesellschaftliche Belange* (pp. 1-6). Springer Gabler. [https://doi.org/10.1007/978-3-662-54092-3\\_1](https://doi.org/10.1007/978-3-662-54092-3_1)

### Working Paper/Report

Keller, S., Schmidkonz, Ch., Scheck, B. (2020): *Volunteering bei Sportveranstaltungen: Erfolgsfaktoren für die langfristige Bindung von freiwilligen Helfern an ein Event*. Munich Business School Working Paper Series (ISSN 2367-3869), 2020-04.



## Global Sustainability and Corporate Responsibility

Involved: Dr. Jose M. Alcaraz (until May 31 2020)

This stream of research aims to understand current developments around global sustainability (with particular emphasis on the planetary boundaries) and implied responsibilities of firms around management and leadership. Completed and current work in progress in this research stream:

### Teaching Sustainability and Management Critically: 'Expectation Failures' as a Powerful Pedagogical Tool.

Collaborator: Marianna Fotaki (Warwick Business School).

Critical Management Education (CME) provides a strong pedagogical background to provoke and unsettle viewpoints and strongly problematize "mainstream" views of sustainability and management. This chapter aims to contribute to this "de-naturalizing" agenda by helping management and sustainability instructors to design learning experiences aimed at challenging learners' assumptions. Drawing on our own ten-year teaching experience in multiple locations, we provide practical moves aiming to advance a critically-oriented sustainability pedagogical agenda.

#### Academic Book Chapter

Alcaraz, J. M., Fotaki, M. (2018). *Teaching Sustainability and Management Critically: 'Expectation Failures' as a Powerful Pedagogical Tool*. In M. Brueckner, R. Spencer, & M. Paull (Eds.), *Disciplining the Undisciplined?: perspectives on responsible citizenship, corporate social responsibility and sustainability* (pp. 225-242). Springer. [https://doi.org/10.1007/978-3-319-71449-3\\_14](https://doi.org/10.1007/978-3-319-71449-3_14)

### Agri-Food and Global Sustainability: Towards a Cosmopolitan Global Framework to Address The Planetary Boundaries.

Collaborator: Katerina Nicolopoulou (Strathclyde Business School).

Key activities associated with the agri-food industry (e.g. producing, processing, distributing, retailing and consuming food) have worldwide impact and contribute to the transgression of key biophysical limits, as these have been outlined by the planetary boundaries framework (Rockström et al., 2009). Embracing a global lens and a planetary "geographical imagination", the scholarly tradition of Cosmopolitanism (illustrated by the old saying "I am a citizen of the world") offers important insights that can be of help for agri-food multinational firms in their global sustainability efforts. In this paper we outline three dimensions of Cosmopolitanism (developed around cultural, moral and governance tenets) and sketch a preliminary self-assessment or checklist to help firms deal with environmental issues that are at the heart of the planetary boundaries framework.





### **Transforming Business Schools and Management Education to Address Global Sustainability.**

Collaborators: Mark Edwards (Jönköping University) and Sarah Cornell (Stockholm Resilience Center).

Despite the advancement of research and pedagogical focus on corporate sustainability, efforts to reform management education remain largely unaware of much cutting-edge recent research from the natural and social sciences that is allowing us to picture and determine Global Sustainability. Here we discuss on key dimensions relevant to make business schools participants of this new agenda: Purpose, Content, Teaching & Learning, Research and Community Relations. We provide pointers in each of these dimensions to business school administrators, educators and researchers to help navigate the Anthropocene.

#### **Academic Journal**

Edwards, M., Alcaraz, J., Cornell, S. (2018). *Management Education and Earth System Science: Transforming as if Planetary Boundaries Mattered. Business & Society.*  
<https://doi.org/10.1177/0007650318816513>

### **Connectivity and Cross-Scale Dynamics: MBA Learning Experiences Across Three Regions.**

Collaborators: Keary Shandler (Murdoch University), Mark Edwards (Jönköping University).

How can non-experts and, particularly, business professionals and students grasp key issues around industry, connectivity and cross-scale dynamics? Here we will present the findings of our pedagogical work, undertaken during more than two years across three regions. Our key assumption is that it is precisely the business community that needs to understand and address important connectivity issues, as industry is the main driver of the Anthropocene. We engaged our MBA (Master in Business Administration) students in an amateur, documentary style filmmaking project centered on the linkages between industry, the Anthropocene and the planetary boundaries framework.

#### **Practitioner Book Chapter**

Alcaraz, J. M., Shandler, K. (2019). *Storytelling for social innovation. In The Universal Sea: The Art and Innovation Guide Against The Plastic Epidemic (pp. 386-390). Foundation For Entrepreneurship.*

#### **Other Intellectual Contributions**

Alcaraz, J. B. (2023, May 26). *Academic writing and your life ahead: Why you are NOT condemned to loneliness, horrible distractions and the usually boring scholarly style that (almost) everybody blindly follows. Xchange@Lunch, Munich Business School.*

Alcaraz, J. (2021, October 27). *Digital Storytelling: How can students learn from filming their own videos? A Research on Teaching and Learning across 3 continents. Science@Lunch, Munich Business School, Munich, Germany.*



## Human Resources, Sustainability and Ethics

Involved: Dr. Jose M. Alcaraz (until May 31 2020)

This stream of research aims to advance the discussion on Human Resources Management's quest to create value around social responsibility and environmental sustainability, plus to foster ethical issues around equity. Completed and current work in progress in this research stream (see publication list below):

**The Business Initiative for Technical Education (BITE): Creating Shared Value, Boosting a Country.** Collaborators: Rodolfo Hollander (Barna Business School), Agustin Navarra (CORD)

This paper explores the creation of shared value (Porter and Kramer, 2011) through technical education by analyzing key events and factors associated with the midsize firm IMCA and the Business Initiative for Technical Education (BITE), a private-public alliance in the Dominican Republic. The paper focuses specifically on two modalities of shared value creation: productivity in the value chain and local cluster development. It expands our understanding of important issues around shared value creation through private investment in (technical) education, particularly around the following dimensions: curricular and pedagogical transformation, stakeholder engagement, and place/time scale. Insights may be of particular relevance for developing regions with significant educational needs.

### Academic Journal

Alcaraz, J. M., Hollander, R., Navarra, A. (2019). *The Business Initiative for Technical Education (BITE). Creating Shared Value, boosting a Country. Competitiveness Review*, 29 (1), 8-25. <https://doi.org/10.1108/CR-06-2016-0033>

**The Contribution of Human Resources to Social Responsibility and Environmental Sustainability: Approaches from Ibero-America.** Collaborator: Lourdes Susaeta (IESE Business School).

This paper explores HR sustainability involvement in three Ibero-American countries (Spain, the Dominican Republic and Costa Rica) focusing on the hospitality sector, one of particular relevancy for these countries and with significant sustainability challenges. Relying on in-depth interviews in twenty-eight organizations and a mixed-methods approach, we examine HR managers' underlying notions around social and environmental issues, stakeholder collaboration, HRM practices, roles and internal organization.

**Micro-Resistance, Tactics and Subjectivity in Female Teleworkers.** Collaborators: Francisco Tirado (Universitat Autònoma de Barcelona) and Ana Gálvez (Universitat Oberta de Catalunya)

This topic explores the role of resistance as a micro-political practice in the context of telework. Drawing on a qualitative, interpretative study carried out in Spain, we conceive telework as a new rationality and examine the fundamental role of resistance in the creation of meanings and subjectivity of female teleworkers.

### Academic Conference Proceedings

Gálvez, A., Tirado, F., Alcaraz, J. M. (2018). *Micro-Resistance in Teleworking. Tactics and Subjectivity in Female Teleworkers.* In G. Atinc (Ed.), *Proceedings 78<sup>th</sup> Annual Meeting of The Academy of Management (August 10-14, 2018), Chicago, USA.*

**Women and Telework: Regimes of Engagement and Attendance-Based Work.** Collaborators: Francisco Tirado (Universitat Autònoma de Barcelona) and Ana Gálvez (Universitat Oberta de Catalunya).

This qualitative, interpretative research explores the experiences of female employees in their domestic and working daily lives. Drawing on focus groups and interviews carried out in Spain, we use the framework on pragmatic regimes of engagement developed by Boltanski and Thévenot. This allows us to identify important clues about the ethical, temporal, spatial and material worlds that shape the daily life of women who telework.

### Academic Journals

Gálvez, A., Tirado, F., Alcaraz, J. M. (2019). "Oh! Teleworking!" *Regimes of engagement and the lived experience of female Spanish teleworkers. Business Ethics: A European Review.* <https://doi.org/10.1111/beer.12240>

Heikkurinen, P., Clegg, S., Pinnington, A., Nicolopoulou, K., Alcaraz, J. (2019). *Managing the Anthropocene: relational agency and power to respect planetary boundaries. Organization & Environment.* <https://doi.org/10.1177/1086026619881145>

Gálvez, A., Tirado, F., Alcaraz, J. M. (2018). *Resisting Long Working Hours: The Case of Spanish Female Teleworkers. Zeitschrift für Personalforschung: German Journal of Human Resource Management*, 32(3-4), 195-216. <https://doi.org/10.1177/2397002218782174>

### Academic Conference Proceedings

Alcaraz, J., Gálvez, A., Tirado, F., Alcaraz, J. M. (2018). *Resisting Long Working Hours: The Case of Spanish Female Teleworkers.* In G. Atinc (Ed.), *Proceedings 78<sup>th</sup> Annual Meeting of The Academy of Management (August 10-14, 2018), Chicago, USA.*

Gálvez, A., & Tirado, F., & Alcaraz, J. M. (2018). *Micro-Resistance in Teleworking. Tactics and Subjectivity in Female Teleworkers.* In G. Atinc (Ed.), *Proceedings 78<sup>th</sup> Annual Meeting of The Academy of Management (August 10-14, 2018), Chicago, USA.*

## 2.5.5 Responsible Leadership and Mentoring

Involved: Prof. Dr. Alexandra Hauser, Prof. Dr. Ellen Schmid (until November 30, 2021)

Leadership is one of the most important relationships in the workplace because the way managers communicate, assign tasks, promote, make decisions, or handle conflict has a significant impact on how employees experience their daily work.

Mentoring: How mentoring is used in educational institutions such as companies and its effectiveness is a relevant research topic in the field of responsible leadership.

Responsible leadership: After a long period in which leadership was described in research as fundamentally positive and the focus was on understanding what constitutes “good” leadership, the issue of accountability has come to the forefront in recent years. This has been prompted by media coverage of leaders who use destructive and unappreciative methods of influence rather than leading through an inspiring vision and values. As a result, research has increasingly focused on the dark side of leadership: how to understand self-serving and narcissistic behavior in leaders, what are its effects and important antecedents, and how to use the findings to develop responsible leadership?

### Academic Journals

Fladerer, M. P., Drozdowski, S., Hauser, A., Lermer, E., Kuonath, A., & Frey, D. (2023). Matching by value congruence for high-quality mentoring: Evidence from a student peer mentoring program. *Studies in Higher Education*. Advance online publication. <https://doi.org/10.1080/03075079.2023.2217441>

Schmid, E., Knipfer, K., Peus, C. V. (2021). Narcissistic Leaders – Promise or Peril? The Patterns of Narcissistic Leaders’ Behaviors and Their Relation to Team Performance. *Frontiers in Psychology*, 12:660452. <https://doi.org/10.3389/fpsyg.2021.660452>

Hehnen, M., Lermer, E., Hauser, A., D’Errigo, E., Frey, D. (2020). Mentoring als Beitrag zur Integration Geflüchteter an deutschen Universitäten am Beispiel des P2P PLUS-Mentoring-Programms der LMU München. *Personal- und Organisationsentwicklung in Einrichtungen der Lehre und Forschung*, 1+2/2020, 31-37.

Militz, S., Stockkamp, M., Drozdowski, S., Hauser, A., Lermer, E., Frey, D. (2020). Aller Anfang ist schwer – Die Wirksamkeit von Mentoring im Studium am Beispiel des Peer-to-Peer-Mentoring-Programms der LMU München. *Personal- und Organisationsentwicklung in Einrichtungen der Lehre und Forschung* 1+2/2020, 38-42.

Schmid, E., Pircher Verdorfer, A., Peus, C. (2019). Shedding Light on Leaders’ Self-Interest: Theory and Measurement of Exploitative Leadership. *Journal of Management*, 45(4), 1401-1433. <https://doi.org/10.1177/0149206317707810>

Schmid, E., Pircher Verdorfer, A., Peus, C. (2018). Different Shades – Different Effects? Consequences of Different Types of Destructive Leadership. *Frontiers in Psychology*, 9:1289. <https://doi.org/10.3389/fpsyg.2018.01289>

### Academic Conference Presentation

Steinberg, U., Musliu, A., Schmid, E. (2021). Narcissism in Organizations: Zooming in on Personality Facets and Situations. 81<sup>st</sup> Annual Meeting of the Academy of Management. <https://doi.org/10.5465/AMBPP.2021.14430abstract>

### Practitioner Journal

Schmid, E., Peus, C. (2020, September 23). Mitarbeiter als Mittel zum Zweck: Ausnutzende Führung in Organisationen. *Wirtschaftspsychologie Heute*. Retrieved from <https://www.wirtschaftspsychologie-heute.de/mitarbeiter-als-mittel-zum-zweck-ausnutzende-fuehrung-in-organisationen/>

### Practitioner Book Chapters

Schmid, E., Pircher Verdorfer, A. (2020). Gerechtes Führen: Wie sich ethisches und destruktives Führungsverhalten auf die Mitarbeitenden auswirkt. In B. Badura, A. Ducki, H. Schröder, J. Klose & M. Meyer, M., *Fehlzeiten-Report 2020. Gerechtigkeit und Gesundheit* (pp. 165-175). Springer. [https://link.springer.com/chapter/10.1007/978-3-662-61524-9\\_10](https://link.springer.com/chapter/10.1007/978-3-662-61524-9_10)

Hauser, A. (2018). Kein Sprung ins kalte Wasser: Peer-to-Peer Mentoring. In: S. Pflaum & L. Wüst (Eds.), *Der Mentoring Kompass für Unternehmen und Mentoren – Persönliche Erfahrungsberichte, Erfolgsprinzipien aus Forschung und Praxis* (pp. 89-98). Springer.

### Other Intellectual Contributions

Hauser, A. (2022, March 29). Responsible Leadership. Science@Lunch, Munich Business School, Munich, Germany.

Schmid, E. (2019, November 19). Me myself and I: Self-interested Leadership and Narcissists in Leadership Positions. Brown Bag Seminar, Munich Business School, Munich, Germany.

## 2.5.6 Sustainable Development of Organizations

Involved: Prof. Dr. Nancy Landrum

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 flourishing future for all.

### Academic Journals

Farias, G., Landrum, N., Farias, C., & Krysa, I. (2023). Explorations in organized hypocrisy and a proposed direction for a sustainable future. *Sustainability Accounting, Management, and Policy Journal*. <https://doi.org/10.1108/SAMPJ-05-2022-0250>

Demastus, J. & Landrum, N. (2023). Organizational sustainability schemes align with weak sustainability. *Business Strategy and the Environment*. <https://doi.org/10.1002/bse.3511>

Landrum, N. (2021). The Global Goals: Bringing Education for Sustainable Development into U.S. business schools. *International Journal of Sustainability in Higher Education*, 22(6), 1336-1350. [doi.org/10.1108/IJSHE-10-2020-0395](https://doi.org/10.1108/IJSHE-10-2020-0395)

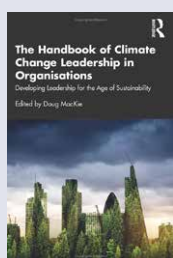
Landrum, N. (2020). A critical discourse analysis to explain the failure of BoP strategies. *Critical Perspectives on International Business*, 17(4), 599-618. [doi.org/10.1108/cpoib-08-2018-0066](https://doi.org/10.1108/cpoib-08-2018-0066)

Landrum, N., Ohsowski, B. (2018). Identifying worldviews on corporate sustainability: A content analysis of corporate sustainability reports. *Business Strategy and the Environment*, 27(1), 128-151. [doi.org/10.1002/bse.1989](https://doi.org/10.1002/bse.1989) (31.01.2018)

Landrum, N. (2018). Stages of Corporate Sustainability: Integrating the Strong Sustainability Worldview. *Organization & Environment*, 31(4), 287-313. [doi.org/10.1177/1086026617717456](https://doi.org/10.1177/1086026617717456)

### Academic Book Chapters

Landrum, N. (2023). We are prolonging unsustainability. Shouldn't we save humanity instead? In D. Mackie (Ed.), *Handbook of Climate Change Leadership in Organizations: Leadership Development in the Age of Sustainability*. Oxfordshire, England: Routledge



Beckmann, M., Schaltegger, S., Landrum, N. (2020). Sustainability Management from a Responsible Management Perspective. In O. Laasch, R. Suddaby, E. Freeman, & D. Jamali (Eds.), *The Research Handbook of Responsible Management* (pp. 122-137). Edward Elgar.

### Academic Conference Proceeding

Demastus, J., Landrum, N. E., & Ohsowski, B. (2022). The journey to strong sustainability starts with understanding organizational culture. *Academy of Management Annual Meeting Proceedings*, 2022(1). <https://doi.org/10.5465/AMBPP.2022.13822abstract>

### Academic Conference Presentations

Balarezo, R., Bidmon, C., & Landrum, N. (2023, August 6). ONE publications from underrepresented regions of the world. *Academy of Management Annual Conference*, Boston, MA.

Demastus, J., Ohsowski, B., & Landrum, N. (2023, June 9). Moderating sustainability strength with organizational culture. *Finance, Marketing and Operations for Sustainable Business (FMOS) Conference*, online.

Farias, G., Landrum, N., Farias, C., & Krysa, I. (2023, June 9). Strategies for a sustainable future in response to corporate hypocrisy. *Finance, Marketing and Operations for Sustainable Business (FMOS) Conference*, online.

Landrum, N. (2023, June 9). Is sustainable tourism sustainable? *Finance, Marketing and Operations for Sustainable Business (FMOS) Conference*, online.



Sroufe, R., Montiel, I., Hoffman, A., Andre, R., Landrum, N., Mitchell, S., & Allen, S. (2022, August 6). Integrating sustainability into teaching: ONE Teaching Award winners share their tips. *Academy of Management Annual Conference*, online.

### Other Academic Contribution

Landrum, N. (2023). Strong sustainability in practice. *Pathways to Research*, EBSCO. <https://www.pathways2research.com/>





## 2.5.7 Sustainable Design

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**Involved:** Prof. Dr. Nancy Landrum

Sustainable design 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 Book Chapters**

Landrum, N. E., & Mead, T. (2022). *Sustainability in the Biom\**. In F. L. Palombini, & S. S. Muthu (Eds.), *Bionics and Sustainable Design. Environmental Footprints and Eco-design of Products and Processes* (pp. 1-15). Springer. [https://doi.org/10.1007/978-981-19-1812-4\\_1](https://doi.org/10.1007/978-981-19-1812-4_1)

Mead, T. & Landrum, N. (2020). *Bioinspiration as a Guide for Responsible Management*. In O. Laasch, R. Suddaby, E. Freeman, & D. Jamali (Eds.), *The Research Handbook of Responsible Management* (pp. 212-226). Edward Elgar.

## 2.5.8 Other Intellectual Contributions in the Research Field of Leadership & Responsibility

### **Award Nomination**

Röhm, T. (2021). *Employer Branded Case Studies – The Business Case Challenger*. Nominated in the category of best university chair project, Science Award, EHI Foundation.

### **Academic Journal**

Kittlmann, F., Kraft, P., & Schmid, E. (2023). *Experiential Learning During Lockdown: A Teaching Case Describing Intercultural Competency Development Through the Mechanism of Reflection Using Different Digital Teaching Methods*. *Journal of International Education in Business*. <https://doi.org/10.1108/JIEB-06-2022-0044>

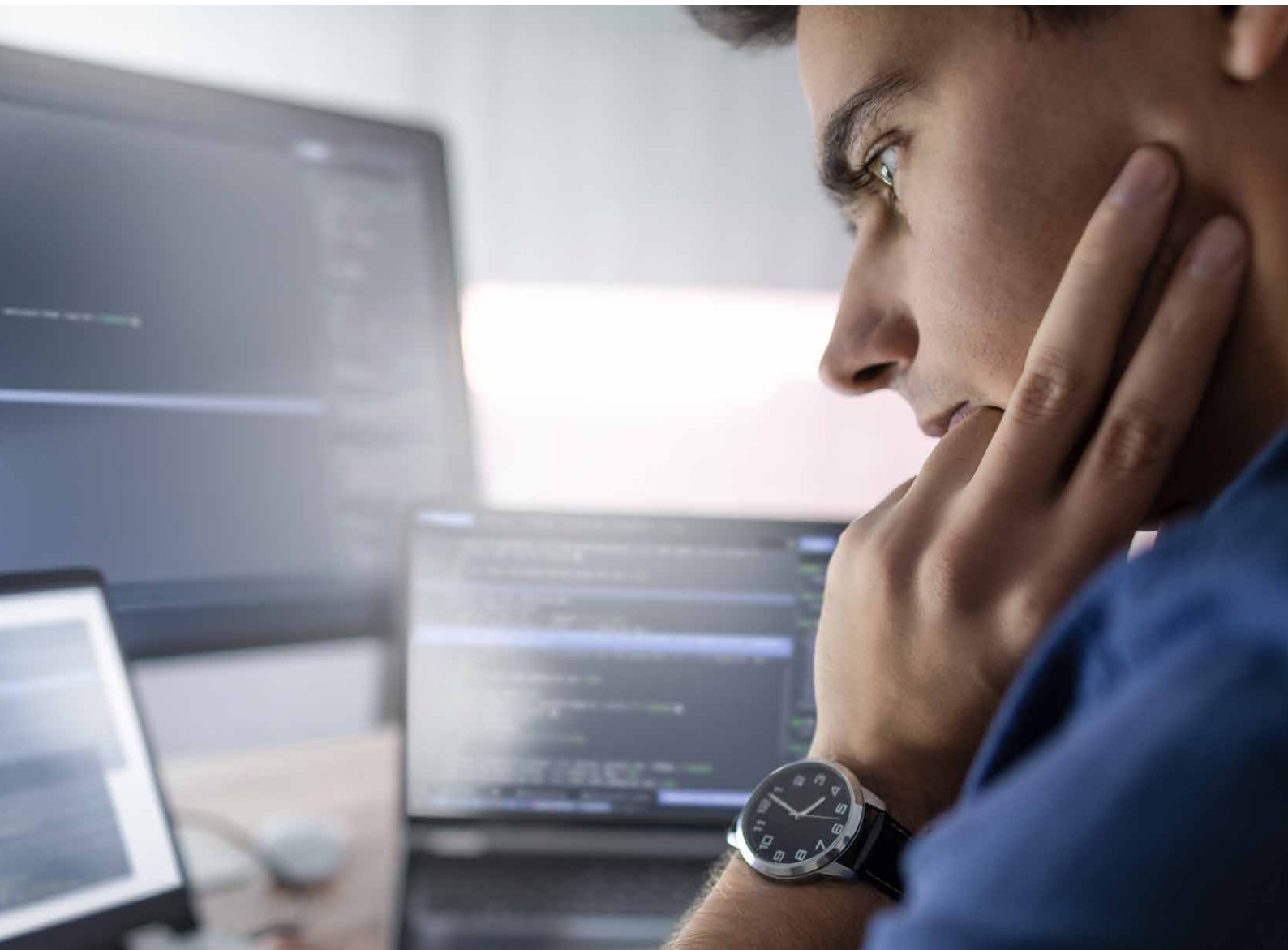
### **Academic Conference Proceedings**

Wolf, B., Seif, H., & Kraft, P. (2023, May 10-12). *Teaching Future Competences through Entrepreneurship: An Entrepreneurship Educator's Reflection*. Paper presented at the 3E Conference – ECSB Entrepreneurship Education Conference 2023, Aarhus, Denmark.

Maráz, G., Baldi, S. (2018). *Future Skills for Future Jobs: The Social Service Project as a Complex Training Tool for Business Students*. In K. Aleksić-Maslač & P. Vranešić (Eds.), *Proceedings 6<sup>th</sup> Higher Education Institution Conference 2018, September 27-28, Dubrovnik, Croatia* (pp. 67-77).

### **Working Paper/Report**

Röhm, T., Cardiano, D. G., Pralle, M. (2021). *Qualitätsmanagement und Qualitätskultur: Neue Herausforderungen und Lösungsansätze*. *DGQ-Impulspapier*, Deutsche Gesellschaft für Qualität.



## 2.5.9 Doctoral Theses in the Research Field of Leadership & Responsibility

The following doctoral dissertations were successfully completed in the Leadership & Responsibility research field during the reporting period:

*Klipan, H. (2023). Leading with Love: An Exploration of Agapé in Leadership. DBA Thesis, Sheffield Hallam University, UK.*

*Hahn, M.-K. (2022). How Leadership Behaviours Impact Employee Engagement – A Case Study Approach. DBA Thesis, Sheffield Hallam University, UK.*

*Sela, O. (2022). Examining Athletes' Leadership Skills Development and Transfer Experiences from Sport into Business. DBA Thesis, Sheffield Hallam University, UK.*

*Widauer, J. (2021). Talent and Identity: A Hermeneutic Exploration of Employee Perspectives. DBA Thesis, Sheffield Hallam University, UK.*

*Müller, A. (2020). Revisiting Image Theory: Decision Styles, Temptations and Image Theory's Compatibility Test. DBA Thesis, Sheffield Hallam University, UK.*

*Chamberlain, Ch. (2019). Explorative study of HRM integration within DAX30 German Automotive Manufacturer. DBA Thesis, Sheffield Hallam University, UK.*

*Vidovic, N. (2019). From Burnout to Resilience – Managing the Transition in German Enterprises. DBA Thesis, Sheffield Hallam University, UK.*

The following doctoral theses are currently being worked on in the Leadership & Responsibility research field in the DBA program or by employees of the university and supervised by professors of Munich Business School (the titles are working titles):

*Adamy, M. (planned). The Future of Work: Flexible Work Environments vs. Job Satisfaction. DBA Thesis, Sheffield Hallam University, UK (Supervisors: C. Schmidkonz, Munich Business School; E. Martin, Sheffield Hallam University).*

*Allott, J. (planned). Work Identity and the Experience of TEFL Workers – Making a Career in Non-standard Work. DBA Thesis, Sheffield Hallam University, UK (Supervisors: J. Smith-Maguire, Sheffield Hallam University; J. McAuley, Sheffield Hallam University).*

*Bos, H. (planned). Triple Bottom Line in German Venture Capital Market. DBA Thesis, Sheffield Hallam University, UK (Supervisors: M. Herwick, Munich Business School; A. Elfakir, Sheffield Hallam University).*

*De la Torre, S. (planned). Integration of Intelligence and Analytical Capabilities into Onboarding Processes for Personnel or Applications Users. DBA Thesis, Sheffield Hallam University, UK (Supervisor: F. Bubacz, Munich Business School).*

*Henke, K. (planned). Value-Focused Negotiation versus Integrative Mindset: Reducing Fixed-Pie Perceptions in Integrative Negotiations. DBA Thesis, Sheffield Hallam University, UK (Supervisors: J. Nasher, Munich Business School; E. Martin, Sheffield Hallam University).*

*Heydrich, U. (planned). The Significance of Generational Differences in Defining Effective People Strategies for Transformation Initiatives. DBA Thesis, Sheffield Hallam University, UK (Supervisor: B. Wolf, Munich Business School).*

*Jia, L. (planned). Organization Culture in the Digital Age. DBA Thesis, Sheffield Hallam University, UK (Supervisors: H. H. Jung, Munich Business School; K. Dunn, Sheffield Hallam University).*

*Holzberger, M. (submitted). Corporate Agility – A Framework to Compete in High-Velocity Markets. DBA Thesis, Sheffield Hallam University, UK (Supervisors: A. Albrecht, Munich Business School; C. Cole, Sheffield Hallam University; J. McAuley, Sheffield Hallam University).*

*Klein, D. (planned). Sustainability Performance of Multinational Logistics Companies: a Contingency Approach. DBA Thesis, Sheffield Hallam University, UK (Supervisor: S. Haggemüller, Munich Business School).*

*Klemp, F. (planned). The Impact of Organisational Culture on Servant Leadership. DBA Thesis, Sheffield Hallam University, UK (Supervisors: A. Hauser, Munich Business School; P. Stokes, Sheffield Hallam University; F. Husain, Sheffield Hallam University).*

*Kühne, M. (planned). Overarching Governance Model for Corporates to successfully elaborate and implement Sustainable Business Strategies. DBA Thesis, Sheffield Hallam University, UK (Supervisors: Th. Röhm, Munich Business School, H. H. Jung, Munich Business School; R. Breese, Sheffield Hallam University).*

*Levina, D. (planned). Cultural Background as a Booster of Female Leadership: Learning from your Heritage. DBA Thesis, Sheffield Hallam University, UK (Supervisors: A. Hauser, Munich Business School; A. Louis, Sheffield Hallam University).*

*Martin, T. (planned). Technology driven Culture: The Influence of Data-driven and Artificial Intelligence (AI-) powered Technologies on Fostering Leadership for a successful inclusive Hybrid Work Culture. DBA Thesis, Sheffield Hallam University, UK (Supervisor: A. Richter, Munich Business School).*

*Mayr, R. (planned). The Future Role of Human Capital Management (HCM) in Corporations and When Best Practice Processes Should be Adapted? DBA Thesis, Sheffield Hallam University, UK (Supervisors: P. Stokes, Sheffield Hallam University; R. Tresidder, Sheffield Hallam University).*





Metkari, S. (planned). Next Generation Business Models in the Pharmaceutical Industry. DBA Thesis, Sheffield Hallam University, UK (Supervisor: A. Albrecht, Munich Business School).

Müller, B. (planned). Management Process of Product Development in Relation to Stakeholder Pressure. DBA Thesis, Sheffield Hallam University, UK (Supervisors: H. Seif, Munich Business School; A. Pakgohar, Sheffield Hallam University; J. Gorst, Sheffield Hallam University).

Petersilie, M. (planned). Can an occupational pension scheme still be attractive when lowering guarantees and increasing employees' participation at it and lead to more employer involvement as well? DBA Thesis, Sheffield Hallam University, UK (Supervisor: A. Gossner, Munich Business School; C. O'Leary, Sheffield Hallam University).

Roder, P. (planned). Decarbonization Methods in the Cement Industry: Economical, Legal, Regulatory, and Technical Implications. DBA Thesis, Sheffield Hallam University, UK (Supervisor: H. Seif, Munich Business School; A. Abubakre, Sheffield Hallam University).

Schmidt, D. (planned). Organizational Structure Impact on Decision-Making: A Mixed-Methods Study of Clinical Commissioning Groups. DBA Thesis, Sheffield Hallam University, UK (Supervisors: K. Bubmann, Munich Business School; C. Cole, Sheffield Hallam University).

Sellmann, M. (planned). The Future of Fraud Investigation and Compliance – Predictive Methods, Data. DBA Thesis, Sheffield Hallam University, UK (Supervisor: K. Wegmann, Munich Business School; S. Issah, Sheffield Hallam University).

Sikorski, M. (planned). Trust Building and Trust Repairing in Intercultural Negotiations in a Buyer-Supplier Relationship. DBA Thesis, Sheffield Hallam University, UK (Supervisor: A. Albrecht, Munich Business School).

Straub, T. (planned). The Value of Women's Football in Germany in Times of Gender Equality. DBA Thesis, Sheffield Hallam University, UK (Supervisor: G. Abeza, Munich Business School).

Toth, M. (planned). Cabin Crew Retention – Can we do better? A Critical Analysis of Human and Economic Factors at a Given Location in Retaining Cabin Crew. DBA Thesis, Sheffield Hallam University, UK (Supervisor: G. Maráz, Munich Business School).



# 3. FURTHER INTELLECTUAL CONTRIBUTIONS

In this chapter, intellectual contributions from the reporting period are summarized, which cannot be directly attributed to any of the current research fields of the university.

## 3.1 PUBLICATIONS AND PRESENTATIONS

### Academic Conference Presentations

Xicota Tort, N. (2018, October 13). *Focus on form o la atención a la forma: una apuesta por el aprendizaje significativo*. GMF, Gesamtverband moderne Fremdsprachen Landesverband Bayern an der LMU, Munich, Germany.

Xicota Tort, N. (2018, September 7-8). *Aprender una lengua*. XXIV. Jornadas Hispánicas: En movimiento. *Spanischunterricht in einer mobilen Gesellschaft*, September 6-8, 2018. Romanisches Seminar, Leibnitz Universität Hannover, Hanover, Germany.

Xicota Tort, N. (2018, September 7-8). "Focus on form" o "atención a la forma": una apuesta por el aprendizaje significativo. XXIV. Jornadas Hispánicas: En movimiento. *Spanischunterricht in einer mobilen Gesellschaft*, September 6-8, 2018. Romanisches Seminar, Leibnitz Universität Hannover, Hanover, Germany.

Xicota Tort, N. (2018, October 26). *¿Soy yo o son ellos? Estrategias de procesamiento de input de los alumnos*. Hochschule Darmstadt, Fachbereich Gesellschaftswissenschaften, Darmstadt, Germany.

### Practitioner Book

Sanz, C., Xicota Tort, N. (2019). *Turismo 2*. Sociedad General Española de Libros.

### Practitioner Conference Presentation

Xicota Tort, N. (2018, October 6). *¿Zapping? ¡No, por favor! Descubramos el mundo de la publicidad audiovisual*. Día Hispánico VHS Stuttgart, Deutsch-Spanisch Lehrerverband Baden-Württemberg, Stuttgart, Germany.

### Textbooks

Xicota Tort, N., Guerrero García, E. (2018). *Universo.ele A1: Spanisch für Studierende*. Munich: Hueber Verlag.

Xicota Tort, N., Guerrero García, E. (2018). *Universo.ele B2: Spanisch für Studierende*. Munich: Hueber Verlag.

## 3.2 DISSERTATIONS

The following doctoral dissertation was successfully completed during the reporting period outside the research fields:

Hofinger, J. (2021). *Enhancing Risk Management and Transparency through Disclosure in Banks and FinTechs*. DBA Thesis, Sheffield Hallam University, UK.

The following doctoral theses are currently being worked on outside the research fields within the DBA program or by university staff members, supervised by professors from Munich Business School.

Krettek, N. (planned). *Die Rolle der Frauen an der Seite der polnischen Könige im Spätmittelalter* (Supervisor: Claudia Märkl, Ludwig-Maximilians-Universität München).

Parola, G. (planned). *Explaining and Linking Institutional Trust to Job Search Self-Efficacy: a Comparative Cross-Sectional Study*. (Supervisor: J. Thaler, University of the Bundeswehr Munich; B. Scheck, Munich Business School).

Plötz, J. (planned). *Implementation Barriers for Management Accounting in the Public Sector*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: K. Bubmann, Munich Business School; J. McAuley, Sheffield Hallam University; P. Wyton, Sheffield Hallam University).



# 4. OVERVIEW OF PUBLICATIONS

## 2018 – 2023



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 chapters 3 and 4, the presentation here is not thematic but solely based on the type of publication or intellectual contribution.

## 4.1 ACADEMIC JOURNALS

Albrecht, A., & Ameln, F. von (in press). Agilität. *Zeitschrift für Angewandte Organisationspsychologie (GIO)*, 54(4).

Albrecht, E., Luxa, M. A., & Albrecht, A. (in press). Transformationales Projektmanagement, Gruppe. *Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)*, 54(4).

Bartholomae, F. W., & Nam, C. W. (2023). A Critical Discussion on the Reasons and Impacts of International Decoupling. *Intereconomics*, 58(2), 92-95. <https://doi.org/10.2478/ie-2023-0019>

Demastus, J. & Landrum, N. (2023). Organizational sustainability schemes align with weak sustainability. *Business Strategy and the Environment*. <https://doi.org/10.1002/bse.3511>

Farias, G., Landrum, N., Farias, C., & Krysa, I. (2023). Explorations in organized hypocrisy and a proposed direction for a sustainable future. *Sustainability Accounting, Management, and Policy Journal*.

Fladerer, M. P., Drozdowski, S., Hauser, A., Lermer, E., Kuonath, A., & Frey, D. (2023). Matching by value congruence for high-quality mentoring: Evidence from a student peer mentoring program. *Studies in Higher Education*. Advance online publication. <https://doi.org/10.1080/03075079.2023.2217441>

Kittlmann, F., Kraft, P., & Schmid, E. (2023). Experiential Learning During Lockdown: A Teaching Case Describing Intercultural Competency Development Through the Mechanism of Reflection Using Different Digital Teaching Methods. *Journal of International Education in Business*. <https://doi.org/10.1108/JIEB-06-2022-0044>

Tryba, A., Breugst, N., & Patzelt, H. (2023). Knowledge Diversity and Venture Growth: The Contingent Effects of Early Planning and Experimentation. *British Journal of Management*, 34(1), 343-363. <https://doi.org/10.1111/1467-8551.12600>

Wagner, D. (2023). A Review and Research Agenda for Brand Communities in Sports. *International Journal of Sport Communication*, 16(3), 335-343. <https://doi.org/10.1123/ijsc.2023-0114>

Wagner, D. (2023). Critiquing the Social Media Scholarship in Sport Studies: A Sport Entrepreneurship Analysis. *International Journal of Sport Communication*, 16(2), 335-343. <https://doi.org/10.1123/ijsc.2023-0114>

Aouinaït, C., Christen, D., Carlen, C., Massri, C., Reipurth, M., Hieke, S., Hegyi, A., Kujáni, K., Major, A., Szegedyné Fricz, A., Hüttl-Maack, V., Gawlik, D., Petropoulou, E., Alfaro, B., Santa Cruz, E., Lameris, M., Kuitems, J., Janssen, F., Braun, S., & Chang, B. (2022). Barriers and facilitators of purchasing from short food supply chains in Europe: Insights from a stakeholder perspective. *International Journal of Food Studies*, 11 (2022), pp. SI196-SI207. <https://doi.org/10.7455/ijfs/11.SI.2022.a6>

Aschari-Lincoln, J., & Scheck, B. (2022). F(i)unding Your Way: A Managerial Compass for Social Organizations. *Sustainability*, 14(3), 1396. <https://doi.org/10.3390/su14031396>

Chang, B., Massri, C., Reipurth, M., Petropoulou, E., Hüttl-Maack, V., Gawlik, D., Kujáni, K., Szente, V., Hegyi, A., Szegedyné Fricz, A., Santa Cruz, E., Benos, T., Aouinaït, C., Campos, D., Alfaro, B., Janssen, F., Theodorakopoulou, I., Iliopoulos, C., Hieke, S. (2022). Barriers and facilitators of purchasing from short food supply chains: Evidence from consumer focus groups in Germany, Spain, Greece and Hungary. *International Journal of Food Studies*, 11 (July 2022), pp. SI208-SI218. Issue 11 see DOI: <https://iseki-food-ejournal.com/ojs/index.php/e-journal/article/view/975>

Du, L., Bartholomae, F. W., Stumpfegger, E. (2022). Success Factors in Equity Crowdfunding – Evidence from Crowdcube, *Entrepreneurship Research Journal*, aop, <https://www.degruyter.com/document/doi/10.1515/erj-2021-0519>.

Parola, G., Spiess-Knafl, W. & Thaler, J. (2022). The Butterfly Effect: How Academics' and Practitioners' Micro-practices Shape Turning Points in Response to Paradox. *Academy of Management Learning & Education*. <https://doi.org/10.5465/amle.2021.0235>

Scheck, B., & Reich, S. (2022). Ein wirkungsorientiertes Kreditportfolio – Zielsetzung, Messung, Analyse und Steuerung. *Zeitschrift für das gesamte Kreditwesen*, 75(1), pp. 13-17.

Weilage, C., & Maráz, G. (2022). Online Study's Influence on International Student Employability Factors in Germany: Germany vs. Overseas Based Students. *Journal of Teaching in International Business*, 33(1), 7-30. <https://doi.org/10.1080/08975930.2022.2089441>.

Weilage, C., & Stumpfegger, E. (2022). Technology acceptance by university lecturers: a reflection on the future of online and hybrid teaching. *On the Horizon*, 30.2, pp. 112-121. <https://doi.org/10.1108/OTH-09-2021-0110>

Bartholomae, F. W., Stumpfegger, E. (2021). Government Interventions during the Coronavirus Pandemic – A Critical Consideration. *CESifo Forum*, 22 (5), 37-42.

Albrecht, A., & Albrecht, E. (2021). Hybrides Projektmanagement. *Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)*, 52, 185-191. <https://doi.org/10.1007/s11612-021-00563-z>

Buchner, M., & Follert, F. (2021). Zwischen Praktikabilität und Zweckadäquanz – Eine kritische Analyse der Hinweise der Bundesärztekammer zur Bewertung von Arztpraxen. *Deutsches Steuerrecht (DStR)*, 36/21, 2149-2155.

Festila, A., Hieke, S., Massri, C., & Chrysochou, P. (2021). Public Sensemaking of Active Packaging Technologies: A Feature-Based Perspective. *Public Understanding of Science (online preprint)*. <https://doi.org/10.1177/09636625211015830>



Kauffeld, S., **Albrecht, A.** (2021). Kompetenzen und ihre Entwicklung in der Arbeitswelt von Morgen: branchenunabhängig, individualisiert, verbunden, digitalisiert? Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO), 52, 1-6. <https://link.springer.com/article/10.1007/s11612-021-00564-y>

**Kraft, P.**, Dowling, M., & Helm, P. (2021). New business models with Industrie 4.0 in the German Mittelstand. *International Journal of Technology, Policy and Management*, 21(1), 47-68. <http://doi.org/10.1504/IJTPM.2021.10036992>

Kramer, K., **Wagner, D.**, & **Scheck, B.** (2021). Reaping the digital dividend? Sport marketing's move into esports: Insights from Germany. *European Journal of International Management*, 15(3/3), pp. 339-366. <https://doi.org/10.1504/EJIM.2021.113265>

**Parola, G.** (2021). Escape from parents' basement? Post COVID-19 scenarios for the future of youth employment in Italy. Livraghi, R., & Barani, A. (Eds.). *L'Economia ai tempi del COVID-19. Quaderni di Economia del Lavoro 111 (Labour Economics Papers)*. 51-72.

Profeta, A., Baune, M.-C., Smetana, S., Bornkessel, S., Broucke, K., Van Royen, G., Enneking, U., Weiss, J., Heinz, V., **Hieke, S.**, & Terjung, N. (2021). Preferences of German Consumers for Meat Products Blended with Plant-Based Proteins. *Sustainability* 13(2), 650. <https://doi.org/10.3390/su13020650>

**Schmid, E.**, Knipfer, K., & Peus, C. V. (2021). Narcissistic Leaders – Promise or Peril? The Patterns of Narcissistic Leaders' Behaviors and Their Relation to Team Performance. *Frontiers in Psychology*, 12:660452. <https://doi.org/10.3389/fpsyg.2021.660452>

Sharma Nittala, S., Shah Bharadwaj, S., Tripathi, S., & **Seif, H.** (2021). Service Innovation enabled by Internet of Things and Cloud Computing – A Service-Dominant Logic Perspective. *Technology Analysis & Strategic Management*. <https://doi.org/10.1080/09537325.2021.1903417>

Timotijevic, L., Astley, S., Bogaardt, M. J., Bucher, T., Carr, I., Copani, G., de la Cueva, J., Eftimov, T., Finglasi, P., **Hieke, S.**, Hodgkins, C. E., Koroušić Seljak, B., Klepacz, N., Pasch, K., Maringer, M., Mikkelsen, B. E., Normann, A., Ofei, K.T. ... Zimmermann, K. (2021). Designing a research infrastructure (RI) on food behaviour and health: Balancing user needs, business model, governance mechanisms and technology. *Trends in Food Science & Technology*, 116 (2021) 405–414. <https://doi.org/10.1016/j.tifs.2021.07.022>

**Bartholomae, F. W.** (2020). A Simple Economic Model to Explain Different Digitization Patterns. *Applied Economics Quarterly*, 66 (4), 239-257.

**Bartholomae, F. W.**, & Rafih, P. (2020). What Drives Bitcoins? A Comparative Study of Bitcoin Prices and Financial Asset Classes. *CESifo Forum*, 21 (1), 41-45.

Bergfeld, A., Lutz, E., & **Scheck, B.** (2020). Social Franchising: A Transitional Solution for Scaling Up Entrepreneurial Organizations? *International Journal of Entrepreneurial Venturing*, 12(1), 17-38.

Hillert, A., **Albrecht, A.**, & Voderholzer, U. (2020). The Burnout Phenomenon: A Résumé After More Than 15,000 Scientific Publications. *Frontiers in Psychiatry* 11:519237.

**Jung, H. H.**, & Pfister, F. M. J. (2020). Blockchain-enabled Clinical Study Consent Management. *Technology Innovation Management Review*, 10(2), 14-24. <http://doi.org/10.22215/timreview/1325>

Macready, A., **Hieke, S.**, Klimczuk-Kochanska, M., Szumial, S., Vranken, L., & Grunert, K. (2020). Consumer trust in the food value chain and its impact on consumer confidence: A model for assessing consumer trust and evidence from a 5-country study in Europe. *Food Policy*, 92, 101880. <https://doi.org/10.1016/j.foodpol.2020.101880>

Neubig, C.M., Vranken, L., Roosen, J., Grasso, S., **Hieke, S.**, Knoepfle, S., Macready, A., & Masentoe, N. (2020). Action-related information trumps system information: Influencing consumers' intention to reduce food waste. *Journal of Cleaner Production*, 261, 121-126. <https://doi.org/10.1016/j.jclepro.2020.121126>

Rennollet, I., **Schmidkonz, Ch.**, & **Kraft, P.** (2020). The role of purpose in consumer choice: a comparison between baby boomers and millennials in Germany with a focus on sustainability and consciousness. *World Review of Entrepreneurship, Management and Sustainable Development*, 16(3), 241-261. <https://doi.org/10.1504/WREMSD.2020.10026389>

**Bartholomae, F. W.**, Morasch, K. & Johannemann, K. (2019). *Informationsökonomik II: Adverse Selektion, Screening und Signaling*. *wisu*, 48 (8-9), 959-966.

**Bartholomae, F. W.**, Morasch, K. & Johannemann, K. (2019). *Informationsökonomik I: Erwartungsnutzen, Informationssysteme und Moral Hazard*. *wisu*, 48 (7), 826-832.

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## 4.2 ACADEMIC BOOKS

Stahlhofer, N., **Schmidkonz, Ch., & Kraft, P.** (2023). *Conscious Business in Deutschland. Bewertung des Status quo und Ausblick auf ein neues Paradigma in Wirtschaft und Gesellschaft*. Heidelberg: Springer International Publishing. <https://link.springer.com/book/10.1007/978-3-031-31378-3>

**Albrecht, A.** (2021). *Zukunftsgerecht führen: Plena-Leadership – die Synthese von Management, Neurowissenschaft und Psychologie*. Wiesbaden, Germany: Springer Gabler. <https://doi.org/10.1007/978-3-658-34253-1>

Welledits, V., **Schmidkonz, Ch., & Kraft, P.** (2019). *Digital Detox im Arbeitsleben. Methoden und Empfehlungen für einen gesunden Einsatz von Technologien*. Wiesbaden, Germany: Springer Gabler. <https://doi.org/10.1007/978-3-658-28071-0>

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## 4.3 ACADEMIC BOOK CHAPTERS

Zeeb, J., & **Wagner, D.** (2023). *Assessing the PESO model in the German automotive industry: Results of an expert study and introduction of the Content Flow Model*. In A.-K. Langner & G. Schuster (Eds.), *Holistische Social-Media-Strategien: Innovative Unternehmenspraxis: Insights, Strategien und Impulse*. Springer Gabler.

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**Kraft, P.**, Reszat, M., & Scherle, N. (2018). *Vom smarten Kunden zum smarten Lernenden: Ausgewählte Einblicke in den innovativen Einsatz digitaler Medien in der Marketinglehre an Hochschulen*. In L. Winnen, A. Rühle, & A. Wrobel (Eds.), *Innovativer Einsatz digitaler Medien im Marketing* (pp. 137-154). Wiesbaden: Springer Gabler Verlag. [https://doi.org/10.1007/978-3-658-16774-5\\_10](https://doi.org/10.1007/978-3-658-16774-5_10)

## 4.4 ACADEMIC CONFERENCE PROCEEDINGS

Zeiber, S., Richter, A., & Wagner, D. (2023). Towards Domain-specific Knowledge on Digital Transformation – The Case of the Furniture Industry. *ECIS 2023 Research Papers* 317. [https://aisel.aisnet.org/ecis2023\\_rp/317](https://aisel.aisnet.org/ecis2023_rp/317)

Braun, M.-L., Wagner, D., Henkel, D. (2021). Uses and Gratifications of Online Sports Communities: A Multiple Case Study. In T. Köhler, E. Schoop, N. Kahnwald & R. Sonntag (Eds.). *Gemeinschaften in neuen Medien. Digitale Partizipation in hybriden Realitäten und Gemeinschaften. Proceedings of the 24<sup>th</sup> Conference GeNeMe '21, Dresden, 07.-08.10.2021.* 236-245. <https://doi.org/10.25368/2022.46>

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Puschkasch, T., & Wagner, D. (2021). *Managing Cloud Computing Across the Product Lifecycle: Development of a Conceptual Model.* K. Lang, J. Xu, B. Zhu, X. Liu, M. J. Shaw, J. H. Zhang & M. Fan (Eds.). *Smart Business: Technology and Data Enabled Innovative Business Models and Practices. 18<sup>th</sup> Workshop on e-Business, WeB 2019, Munich, Germany, December 14, 2019, Revised Selected Papers.* Cham: Springer International Publishing. [https://doi.org/10.1007/978-3-030-67781-7\\_13](https://doi.org/10.1007/978-3-030-67781-7_13)

Pfister, F. M. J., Katzenbach, P., Hildebrand, N., Gollan, M., & Jung, H. H. (2020). A Decentralized Consent Management System to Make COVID-19-associated Data Available for Research & Development. In *XXXI ISPIIM Innovation Conference Proceedings, Manchester, United Kingdom.*

Tykhologz, Y., Wagner, D., & Richter, A. (2020). Use Cases of Enterprise Social Software in Consulting: A Practice Perspective. In *Communities in New Media. Research on Knowledge Communities in Science, Business, Education & Public Administration: Proceedings of the 23<sup>rd</sup> GeNeMe Conference (GeNeMe '20).* 342-352.

Wagner, D., Ellermann, B., Schön, E.-M., & Kosub, M. (2020). Conversational Platforms als strategisches Digitalisierungsinstrument. In *Communities in New Media. Research on Knowledge Communities in Science, Business, Education & Public Administration: Proceedings of the 23<sup>rd</sup> GeNeMe Conference (GeNeMe '20).* 75-79.

Wagner, D., Schirmer, H., Brück, A., & Peter, G. (2020). Online-Panel: Communities und Netzwerke als Treiber des digitalen Wandels: Erfahrungen, Perspektiven und Ausblick. In *Communities in New Media. Research on Knowledge Communities in Science, Business, Education & Public Administration: Proceedings of the 23<sup>rd</sup> GeNeMe Conference (GeNeMe '20).* 60-67.

Jung, H. H., & Pfister, F. M. J. (2019). Blockchain-enabled Clinical Study Consent Management. In *XXX ISPIIM Innovation Conference Proceedings, Florence, Italy.*

Albon, A., Kraft, P., & Rennhak, C. (2018). Analyzing the Credibility of E-Word-of-Mouth Using Customer Reviews on Social Media. A. Saddam (Ed.), *Proceedings 4<sup>th</sup> International Conference on New Directions in Multidisciplinary Research & Practice (NDMRP), May 12-13 (pp. 8-21).* London, United Kingdom.

Maráz, G., & Baldi, S. (2018). Future Skills for Future Jobs: The Social Service Project as a Complex Training Tool for Business Students. In K. Aleksić-Maslač, & P. Vranešić (Eds.), *Proceedings 6<sup>th</sup> Higher Education Institution Conference 2018, September 27-28, Dubrovnik, Croatia (pp. 67-77).*

Parola, G., & Scheck, B. (2018). Scaling trust-based partnership models to recharge youth entrepreneurship: supporting underserved communities with innovative entrepreneurship support instruments. *2<sup>nd</sup> Social Impact Investments International Conference, December 12-13, 2018, Sapienza Università Roma, Rome, Italy.*

Wagner, D. (2018). Community Management in 2018: Bedeutung, Trends und Praktiken. In *Communities in New Media. Research on Knowledge Communities in Science, Business, Education & Public Administration. Proceedings of the 21<sup>st</sup> Conference GeNeMe (GeNeMe '18), Dresden, Germany (pp. 10-11).*

## 4.5 ACADEMIC CONFERENCE PRESENTATIONS

**Hauser, A., & Schmid, E.** (accepted). *Dancing with the devil – Copingstrategien zum Umgang mit Exploitative Leadership*. 13. Fachgruppentagung der Fachgruppe Arbeits-, Organisations- und Wirtschaftspsychologie, gemeinsam mit der Fachgruppe Ingenieurspsychologie der Deutschen Gesellschaft für Psychologie: “Proaktive Anpassung an eine sich verändernde Arbeitswelt”, 2023, September 12-15, Kassel, Germany.

Demastus, J., Ohsowski, B., & **Landrum, N.** (2023, June 9). *Moderating sustainability strength with organizational culture*. Finance, Marketing and Operations for Sustainable Business (FMOS) Conference, online.

Farias, G., **Landrum, N.**, Farias, C., & Krysa, I. (2023, June 9). *Strategies for a sustainable future in response to corporate hypocrisy*. Finance, Marketing and Operations for Sustainable Business (FMOS) Conference, online.

**Hauser, A., & Schmid, E.** (2023, April 13). *Dancing with the devil – Identifying strategies to cope with Exploitative Leadership*. Mini-Conference on Leadership and Positive Change in Organizations, 2023, April 12-14. NEOMA Business School, Reims, France.

**Jung, H.H.** (2023, March 23). *How to Make Money out of Data Space Use Cases*. IDSA Symposium, The Hague, The Netherlands.

Landrum, N. (2023, June 9). *Is sustainable tourism sustainable?* Finance, Marketing and Operations for Sustainable Business (FMOS) Conference, online.

**Schmidkonz, C.** (2023, February 16). *Beyond Sustainability: The emergence of regenerative businesses*. ISC Paris International Week (online).

Wolf, B., **Seif, H., & Kraft, P.** (2023, May 10-12). *Teaching Future Competences through Entrepreneurship: An Entrepreneurship Educator's Reflection*. Paper presented at the 3E Conference – ECSB Entrepreneurship Education Conference 2023, Aarhus, Denmark.

**Baldi, S.** (2022, September 22). *Panel: Higher Education Quality Methods and Policies*. 10<sup>th</sup> Higher Education Institutions Conference: Strategies, Challenges, and Opportunities for Sustainability in Uncertain Environment, Dubrovnik, Croatia, 2022, September 22-23.

**Bartholomae, F.** (2022, August 22). *Determinants of Innovation in Shrinking Cities*. ERSA (European Regional Science Association) Web Conference, August 22, 2022

**Gashaw, A., Achen, R., Cianfrone, B., Frederick, E., Mamo, Y., O'Reilly, N., Sanderson, J., Su, Y., & Wagner, D.** (2022). *Social Media as an Agent of Change in Sport*. Panel presented at the North American Society for Sport Management (NASSM) Annual Conference, Atlanta, GA.

Sroufe, R., Montiel, I., Hoffman, A., Andre, R., **Landrum, N., Mitchell, S., & Allen, S.** (2022, August 6). *Integrating sustainability into teaching: ONE Teaching Award winners share their tips*. Academy of Management Annual Conference, online.

**Tryba, A.** (2022, September 23). *Identity Spanning Communities for Integrating Consumer Insights into Technology Analyses at the Fuzzy Front End of Innovation*. 25<sup>th</sup> Annual Interdisciplinary Conference on Entrepreneurship and Innovation (G-Forum), 2022, September 22-23, Dresden, Germany.

**Bartholomae, F. W.** (2022, August 22). *Determinants of Innovation in Shrinking Cities*. ERSA (European Regional Science Association) Web Conference

Gashaw Abeza, G., Achen, R., Cianfrone, B., Frederick, E., Mamo, Y., O'Reilly, N., Sanderson, J., Su, Y., & **Wagner, D.** (2022, June 4). *Social Media as an Agent of Change in Sport*. Panel presented at the North American Society for Sport Management (NASSM) Annual Conference, Atlanta, GA., 2022, June 4

**Bartholomae, F. W.** (2021, July 1). *Digitaler Wandel. Herausforderung für Wirtschaft und Gesellschaft. Impulsvortrag Kick-off Event 2<sup>nd</sup> MBS Researchathon (Microsoft, EY and Munich Business School)*.

Harrer, T., Lehner, O. M., Hehenberger, L. K., Hockerts, K.N., Kriev, G., Lyon, F., & **Scheck, B.** (2021, July 26). *Impact Investing in Times of Crises: Rethinking the Nature of Logics*. Academy of Management Proceedings 2021 Vol.1. <https://journals.aom.org/doi/abs/10.5465/AMBPP.2021.12632symposium>

Steinberg, U., Musliu, A., & **Schmid, E.** (2021, August 21). *Narcissism in Organizations: Zooming in on Personality Facets and Situations*. 81<sup>st</sup> Annual Meeting of the Academy of Management. <https://doi.org/10.5465/AMBPP.2021.14430abstract>

**Wagner, D., Happe, R., Laub, T., Paech, V., Spinks, D., & Wageenaar, K.** (2021, October 7). *Online Panel: Building Communities of Community Builders – An International Perspective*. Digitale Partizipation in hybriden Realitäten und Gemeinschaften: Conference presentation, 24<sup>th</sup> Conference GeNeMe '21, Dresden, 2021, October 7-8.

**Parola, G.** (2020, September 17-18). *Escape from parents' basement? Post COVID-19 scenarios for the future of youth employment in Italy*. 35<sup>th</sup> National Conference of Labour Economics, Virtual Conference.

**Parola, G., & Spiess-Knafil, W.** (2020, February 5). *Putting a man in the labour market: Academic-practitioner collaborations in career management*. Kolloquium des Forschungsschwerpunkts Management öffentlicher Aufgaben, Universität der Bundeswehr München, Neubiberg, Deutschland.



Pfister, F. M. J., Katzenbach, P., Hildebrand, N., Gollan, M., & Jung, H. H. (2020, June 7). A Decentralized Consent Management System to Make COVID-19-associated Data Available for Research & Development. XXXI ISPIIM Innovation Conference, Virtual Space (Zoom).

Röhm, T., & Tryba, A. (2020, September 30). New Ventures' Sustainability Missions – A Marketing Necessity or All-Embracing Management Tool? 24<sup>th</sup> Annual Interdisciplinary Conference on Entrepreneurship, Innovation and SMEs (G-Forum), Karlsruhe, Germany (online).

Schoenberg, A., Bartholomae, F. W. (2020, August 25). Two Shades of Urban Shrinkage: Innovation and Economic Structure in Cities with a Declining Population. ERSA (European Regional Science Association) Web Conference 2020, 25-27 August 2020.

Seif, H. (2020, January 13-14). Soziotechnisches Risikomanagement bei der Einführung von Industrie 4.0 – Risikoanalyse auf Basis einer Delphi Studie. Verbundtreffen SORISMA, Paderborn, Germany.

Bartholomae, F. W. (2019, November 16). Two Shades of Urban Shrinkage: Innovation and Economic Structure in Cities with Declining Population. 66<sup>th</sup> Annual North American Meeting of the Regional Science Association International, Pittsburgh, Pennsylvania, USA.

Bartholomae, F. W. (2019, July 4). Game Theoretic Decision Basis for Digitization Using the Example of the Financial Industry. Digitalisierung in der Finanzbranche – Auswirkungen auf die Unternehmenspraxis. 8. Digitalisierungskongress der BWL Fakultät, Hochschule für angewandtes Management, Munich, Germany.

Egorov, M., Knipfer, K., Schmid, E., Peus, C., & Fischer, P. (2019, September 25-27). Digitalisierung und Führungskräfteentwicklung: Herausforderungen erkennen – neue Lösungswege beschreiten. 11. Tagung der Fachgruppe Arbeits-, Organisations- und Wirtschaftspsychologie (AOW) der DGPS, Braunschweig, Germany.

Jung, H. H. (2019, December 10). Digitalisierung im Vertrieb – Optimierung der Digital Customer Experience. 6. Öffentliche Ringvorlesung Digital Tuesday – Shaping the future together, Constance, Germany.

Jung, H. H. (2019, June 19). Blockchain-enabled Clinical Study Consent Management. XXX ISPIIM Innovation Conference, June 16-19, 2019, Florence, Italy.

Knipfer, K., Schmid, E., & Schmelzer, D. (2019, September 25-27). Online-Feedback und digitales Coaching zur Förderung des Trainingstransfers. 11. Tagung der Fachgruppe Arbeits-, Organisations- und Wirtschaftspsychologie (AOW) der DGPS, Braunschweig, Germany.

Parola, G. (2019, September 10-12). Explaining and linking institutional trust to job search self-efficacy: a cross-sectional study. Dynamic Capabilities & Relationships (DCR) Conference, Heilbronn, Germany.

Parola, G. (2019, September 2). Explaining and linking political

trust to job search self-efficacy in three disadvantaged regions in Europe: a cross-sectional study. 11<sup>th</sup> International Social Innovation Research Conference (ISIRC), The Yunus Centre for Social Business and Health, Glasgow Caledonian University, UK.

Schmid, E., & Böhm, M. (2019, September 25-27). Kompetenzbereiche für die digitale Arbeitswelt: Ein Kompetenzmodell für die Führungskräfteentwicklung. Neue Formen der Arbeit in der digitalisierten Welt: Veränderungskompetenz stärken. 11. Tagung der Fachgruppe Arbeits-, Organisations- & Wirtschaftspsychologie (AOW) der Deutschen Gesellschaft für Psychologie, Braunschweig, Germany.

Seif, H. (2019, June 11). Marktanalyse zu aktuellen IIoT-Plattformen im US-amerikanischen Markt. It's OWL Forschungsprojektausschuss, Paderborn, Germany.

Tryba, A., & Block, J. (2019, September 25). Shared vision and entrepreneurial team member exits and entries: The role of joint work history. 23<sup>rd</sup> Annual Interdisciplinary Conference on Entrepreneurship and Innovation (G-Forum), Vienna, Austria.

Albon, A., Kraft, P., & Rennhak, C. (2018, May 12). Analyzing the Credibility of E-Word-of-Mouth, using the Example of Customer Reviews in Social Networks. Keynote Presentation. 4<sup>th</sup> International Conference on New Directions in Multidisciplinary Research and Practice, London, UK. Best Paper Award Business & Economics Track.

Bartholomae, F. W. (2018, November 9). Urban Resurgence as a Consumer City: A Case Study for Weimar in Eastern Germany. 65<sup>th</sup> Annual North American Meeting of the Regional Science Association International, November 7-10, 2018, San Antonio, Texas, USA.

Kraft, P., Dowling, M., & Helm, R. (2018, September 7). Customer Value Creation with Industry 4.0: A Case Study of Business Models in the German Mittelstand. Enterprise Research Innovation Conference, 2018, September 6-8, Split, Croatia.

Seif, H., & Drewel, M. (2018, June 26). Umsetzung von Industrie 4.0 in kleinen und mittleren Unternehmen (KMU) mit Hilfe von Industrie 4.0-Umsetzungsmustern. INLUMIA Begleitkreistreffen, Heinz-Nixdorf-Institut, Paderborn, Germany.

Seif, H. (2018, May 28-29). Policy Research Workshop 2018 Industry 4.0: Challenges for productivity, employment and inclusion Session 1: New digital technologies: Potential for innovation. German Development Institute, Bonn, Germany.

Wagner, D. (2018, October 25). Community Management in 2018: Bedeutung, Trends und Praktiken. 21<sup>st</sup> Conference GeNeMe, Dresden, Germany.

Xicota Tort, N. (2018, September 7-8). Aprender una lengua. XXIV. Jornadas Hispánicas: En movimiento. Spanischunterricht in einer mobilen Gesellschaft, 2018, September 6-8. Romanisches Seminar, Leibniz Universität Hannover, Hanover, Germany.

Xicota Tort, N. (2018, September 7-8). "Focus on form" o "atención a la forma": una apuesta por el aprendizaje significativo. XXIV. Jornadas Hispánicas: En movimiento. Spanischunterricht in einer mobilen Gesellschaft, 2018, September 6-8. Romanisches Seminar, Leibniz Universität Hannover, Hanover, Germany.

## 4.6 WORKING PAPERS/REPORTS

**Bartholomae, F. W., Nam, C. W., & Steinhoff, P.** (2023). Does Federalism Affect E-Government in Germany?. CESifo Working Paper No. 10260.

**Olowode, A.** (2023). Young entrepreneurs succeed: An Introduction Into the Trust-based Partnership Model. Policy Commons. [https://policycommons.net/artifacts/3444268/yes-intro-paper\\_published\\_new-new/4244306/](https://policycommons.net/artifacts/3444268/yes-intro-paper_published_new-new/4244306/)

Antonio, J. L., **Schmidkonz, Ch., & Kraft, P.** (2022). Promises Have a Price: An Analysis of Higher Purpose, Purpose Washing, and Financial Performance Using the Example of Germany's DAX 30. Munich Business School Working Paper Series (ISSN 2367-3839), 2022-05.

Bieliaieva, N., **Jung, H., Vulpus, S.** (2022). Analyse des digitalen Reifegrades potenzieller E-Commerce Lösungen in der deutschen Energiebranche am Beispiel einer White Label Plattform. Munich Business School Working Paper Series (ISSN 2367-3839), 2022-01.

De Anna, G., **Schmid, E., & Kraft, P.** (2021). Beyond Borders: International Female Leaders & their Way to the Top. A Comparative Analysis of Success Factors for and Barriers of Advancement to Senior Management Roles for Women in USA, Sweden, Netherlands. Munich Business School, Munich, Germany.

Du, L., **Bartholomae, F. W., Stumpfegger, E.** (2021). What Factors are Relevant for Success in UK Equity Crowdfunding? Munich Business School Working Paper Series (ISSN 2367-3869), 2021-01 (MBS Working Paper).

Goetzeler, T., **Jung, H., Kraft, P.** (2021). Customer Experience im Einzelhandel: Analyse des Einsatzes digitaler In-Store-Technologien zur Steigerung des Unternehmenserfolges. Munich Business School Working Paper Series (ISSN 2367-3839). 2021-06.

Huang, K.-J., **Rüdiger, H. M., Jung, H. H.** (2021). The Role of Logistics Service Quality in Achieving Customer Satisfaction and Loyalty in the End-Consumer Market Using the Example of the German Motorcycle Industry. Munich Business School Working Paper Series (ISSN 2367-3839), 2021-02.

**Röhm, T., Cardiano, D. G., Pralle, M.** (2021). Qualitätsmanagement und Qualitätskultur: Neue Herausforderungen und Lösungsansätze. DGQ-Impulspapier, Deutsche Gesellschaft für Qualität.

**Bartholomae, F. W.** (2020). Lohnt sich die Digitalisierung für jedes Unternehmen – im Hinblick auf hohe Investitionskosten und die Gefahr durch Cyberkriminalität? Eine analytische Betrachtung. Munich Business School Working Paper Series (ISSN 2367-3869), 2020-01.

**Bartholomae, F. W., Nam, C. W., Rafih, P.** (2020). The Impact of Welfare Chauvinism on the Results of Right-Wing Populist Voting in Germany after the Refugee Crisis. CESifo Working Paper No. 8629.

Birk, L. M., Pietsch, D., **Jung, H. H.** (2020). Der Einfluss des Megatrends Digitalisierung auf den Vertrieb eines Automobilherstellers an Endverbraucher anhand der Customer Journey. Munich Business School Working Paper Series (ISSN 2367-3839), 2020-02.

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## 4.10 PRACTITIONER MEETING PRESENTATIONS

**Bartholomae, F.** (2023). *E-Government: Anforderung – Herausforderung – Lösung*. 13<sup>th</sup> Conference on Digitalization on the topic of „Digitalisierung und E-Government“, University of Applied Management, Ismaning, Germany.

**Chochoiek, N.** (2023, July 6). *Innovation & Transfer in Zeiten des Wandels*. Keynote at TRANSFERLeben 2023 – Impulse, Lösungen, Netzwerken, Museum für Kommunikation, Nuremberg, Germany.

**Chochoiek, N.** (2023, May 11-12). *Yes, You Can – Dare to Explore New Paths*. Speaker at Women's Careers and Networks Symposium 2023. MPI Faßberg Campus, Göttingen, Germany.

**Chochoiek, N.** (2023, February 17). *US Space Policy as a Role model for Europe?*. Panel at the 3<sup>rd</sup> MSC2023 SpaceNight: Star Wars meets Zeitenwende. Organized by NewSpace Initiative, vbw – Vereinigung der Bayerischen Wirtschaft e. V., and Planet.

**Hieke, S.** (2023, May 18). *Clean Labels – How consumers understand them and what this means for you*. Food4Future Conference, Bilbao, Spain.

**Jung, H.H.** (2023, June 11). *Panel Discussion Smart Customer Data*, UNITY AG, Fachkonferenz Smart Customer Day, Virtual Event.

**Schmidkonz, Ch.** (2023, January 23). *Zwischen Gigaherzgifel und Systemabsturz – Taiwans Chipindustrie und ihre Bedeutung für die Weltwirtschaft*. Chinaforum Bayern e.V., Munich, Germany.

**Seif, H.** (2023, April 25-27). *Open Innovation and Effective Corporate – Startup Engagement. How to Foster Startup Collaboration with Corporate Innovation Organisations*. Keynote. KOMPAS VC Founders´ Retreat, Cambridge University, Cambridge, UK.

**Hieke, S.** (2022, November 29). *Staying up to date with new and developing food trends and ensuring accurate consumer insights*. Online presentation and panel discussion, Excellence in Food Innovation Conference.

**Hieke, S.** (2022, October 5). *Enabling the Change Panel*. Regional FAO conference SAVE Food, Istanbul, Turkey.

**Hieke, S.** (2022, September 16). *Die Zukunft pflanzenbasierter Proteine*. Ölsaaten Forum, oils + fats Messe, Munich, Germany.

**Hieke, S.** (2022, July 7). *From clicking to crunching: How we communicate about food: the rise of social, the role of clicks and the challenges ahead of us*. SNACKEX Conference, Hamburg, Germany.

**Seif, H., Bätge, N.** (2022, May 31). *Elysi1 – Leichtbau CFK Hybridorthese, Verwertungsplanung und Markteintrittsstrategie für eine von Grund auf neuentwickelte Hybridorthese für Patienten mit eingeschränkter Bewegungsfreiheit*, Forschungsprojekt 1910-004 Elysium Industries – Leichtbau CFK Hybridorthese. Abschlussbericht zum Verbundforschungsprogramm BayMed, Life Science Medizintechnik, Nürnberg/Erlangen.

**Hieke, S.** (2021, May 4). *The Future of Plant-based Proteins*. Online presentation, OVID Advisory Board Meeting.

**Hieke, S.** (2021, April 28). *Warum hängen die Menschen so am Fleisch?* Online presentation and panel discussion, Global Food Summit.

**Hieke, S.** (2021, April 14). *A One Health Approach to Food: The Double Pyramid Connecting Food Culture, Health and Climate.* Online panel discussion, Barilla Center for Food and Nutrition.

**Jung, H.H.** (2021, May 20). *Key Note Warum beschäftigen wir uns mit Daten? Fachkonferenz Smart Data Day 2021, UNITY AG Büren.*

**Putzke, H., Jung, H. H.** (2021, October 19). *Optimierung wertschöpfender Händlerprozesse im Rahmen der Digitalen Transformation bei BMW Motorrad Deutschland. 5. Fachkonferenz Digitalisierung im Vertrieb 2021, Management Forum Starnberg.*

**Reich, S., Scheck, B., Spiess-Knafi, W.** (2021, June 9). *Social Impact im Asset Management. WM Online-Seminar.*

**Scheck, B.** (2021, October 21). *Social Impact Banking: Wie können die SDGs die Finanzwelt transformieren? Zeit für Klima. (DIE ZEIT Klimawoche. Virtuelle Paneldiskussion).*

**Scheck, B.** (2021, May 27). *Building a Social Enterprise Finance Ecosystem With EU Funding. European Social Economy Summit, Mannheim, Germany (Digital Conference).*

**Seif, H., Bätge, N.** (2021, March 23). *Elysi1 – Leichtbau CFK Hybridorthese, Erkenntnisse aus Simulationen und Versuchen mit Patienten auf dem Weg hin zu einem passiven Exoskelett. Zweites Meilensteintreffen des Verbundforschungsprogramms BayMed, Life Science Medizintechnik, Nürnberg/Erlangen.*

**Seif, H., Pekar, T.** (2021, February 23-24). *Elemente für einen Marktplatz künstlicher Intelligenz – Komponenten, Funktionalitäten und Use Cases. Erstes Meilensteintreffen des Verbundprojektes am Heinz-Nixdorf-Institut Paderborn, Online-Meeting.*

**Wagner, D.** (2021, July 27). *Ist Customer Engagement über Social Media überhaupt (noch) möglich? #d2mtalk Marathon, Munich, Germany.*

**Wagner, D.** (2021, April 27). *Trends im Customer Engagement und Community Management. #d2mtalk, episode 55, Munich, Germany.*

**Braungart, M., Jung, H. H., Shaw, D., Wimking, J.** (2020, March 30). *Future Textile Supply Chain – Expert Panel Discussion at KEY-HOUSE. Munich Fabric Start 2020, Munich, Germany.*

**Xicotort, N.** (2020, July 5-7). *El enfoque procesual o cómo entender los errores de los alumnos. XXV Jornadas Hispánicas, Bergische Universität Wuppertal, Wuppertal, Germany.*

**Xicotort, N., Sanz, C.** (2020, June 10). *La mediación en el ámbito profesional. Online Seminar Hueber Verlag.*

**Xicotort, N.** (2020, April 3). *Mis primeras clases en línea. Online Seminar Hueber Verlag.*

**Xicotort, N.** (2020, February 20). *La mediación en el Volumen Complementario del MCER: más allá de la traducción e interpretación de textos. Instituto Cervantes Hamburgo, Hamburg, Germany.*

**Jung, H. H.** (2019, December 5). *Keynote 2: Processes & Cooperations. VDE-ITG working group 5.7, Munich, Germany.*

**Seif, H., Jung, H. H.** (2019, October 16). *The Two Sides of Innovation – Technology Push vs. Market Pull. MBS Global Week 2019, Munich, Germany.*

**Jung, H. H., Vulpus, S.** (2019, October 15). *Digitalisierung des Kundenmanagements: Erfahrungen beim Energiewirtschafts-Unternehmen E-MAKS GmbH & Co. KG. Fachkonferenz Digitalisierung im Vertrieb, Munich, Germany.*

**Jung, H. H., Putzke, H.** (2019, October 10). *Optimierung der Händlerprozesse im Rahmen der Digitalen Transformation. BMW IT Messe, Munich, Germany.*

**Jung, H. H.** (2019, April 4). *Erkenntnisse aus InnoServPro und deren branchenübergreifenden Verwertungsmöglichkeiten. Handlungsfelder für das Vermarkten von Innovationen: Erfolgsfaktoren für eine optimale Kommerzialisierung von Innovationen. Ergebniskonferenz InnoServPro, Hannover Messe, Hanover, Germany.*

**Jung, H. H.** (2019, February 1). *Vom Kunden zum Fan einer Love Brand. Wie gestalten wir erfolgreich die digitale Customer Journey? Fachkonferenz mit Best Practice – Digitalisierung im Vertrieb, Wettbewerbsvorsprung für ihre Vertriebsorganisation, Cologne, Germany.*

**Scheck, B.** (2019, September 17). *Messbarkeit von wirkungsbezogenen Investitionen. Impact Investing – Time to Discuss, Frankfurt, Germany.*

**Scheck, B.** (2019, March 11). *Impulsvortrag Soziale Innovationen. 29. Treffen des Regionalkreises Baden-Württemberg, Initiative Baden-Badener Unternehmergespräche e. V., Stuttgart, Germany.*

**Schmid, E.** (2019, November 21). *Kompetenzen für die Digitale Arbeitswelt. Wie gelingt Digitalisierung? Werte & Kompetenzen. Zentrum Digitalisierung, Hof, Germany.*

**Schmid, E.** (2019, October 29). *Future Work Skills, MBS Business Breakfast, Munich Business School, Munich, Germany.*

**Schmidkonz, Ch.** (2019, November 26). *Happiness im Business. MAFAC – E. Schwarz GmbH & Co. KG, Europapark Rust, Germany.*

**Schmidkonz, Ch.** (2019, October 23). *Success Factor Happiness – 5 Gründe, warum Happiness und Business zusammengehören. Medientage München 2019, München, Germany.*

**Schmidkonz, Ch.** (2019, October 10). *Success factor happiness and IT 5.0. Creating smart enterprises by applying IT 5.0 by Unisys, München, Germany.*

**Schmidkonz, Ch.** (2019, September 20). *Happiness and Purpose for Leaders. Munich Business School Global Week 2019, Munich, Germany.*

**Schmidkonz, Ch.** (2018, December 11). *Introduction to Happiness and Technology. blu Professionals GmbH, Munich, Germany.*

**Seif, H.** (2019, December 17). *Prinzipien zur Entwicklung einer Plattformstrategie für kleine und mittelständische Unternehmen. CODE University Berlin, Germany.*

**Seif, H.** (2019, June 21). *Insights to German Research Projects in the Field of Industrial Internet Technologies – Current State of the Art and Future Prospects. Delegation Meeting of Indian Representatives.* Munich Business School, Munich, Germany.

**Seif, H.** (2019, May 8). *It's OWL Plattformstrategien für die Digitalisierung produzierender Unternehmen.* OMR Hamburg, Germany.

**Seif, H.** (2019, May 3). *Leistungssteigerung von Sportstättenbetrieben durch Industrie 4.0 Lösungen – Ansätze aus dem Forschungsprojekt INLUMIA. CRM- und IT-Leitertreffen der Deutschen Fußball Liga DFL, Mayence, Germany.*

**Seif, H.** (2019, March 15). *Verwertungsansätze von Ergebnissen aus dem Forschungsprojekt INLUMIA für das Anwendungszentrum Oberpfaffenhofen. DLR/AZO Tagung, Oberpfaffenhofen, Germany.*

**Seif, H.** (2019, March 5). *Ansätze zur Digitalisierung in dünn besiedelten Regionen. Fachgruppe Digitalisierung Nordrheinwestfalen, Paderborn, Germany.*

**Seif, H.** (2019, February 22). *Rentabilitätsbetrachtung von Industrie 4.0 Lösungen für Investitionsentscheidungen. 3<sup>rd</sup> Growth Friday. Donner & Reuschel München, Munich, Germany.*

**Seif, H.** (2019, February 19). *Instrumentarium zur Leistungssteigerung von mittelständischen Unternehmen durch Industrie 4.0 Lösungen – Ergebnispräsentation aus dem Forschungsprojekt INLUMIA. Fachkonferenz für Analyse und Bewertung von Big Data basierten Geschäftsmodellen im Mittelstand. Technische Universität München, Munich, Germany.*

**Seif, H.** (2019, January 21). *E-Government & Digital Administration – What Future Approach is Realistic. German-Baltic Digital Summit, Düsseldorf, Germany.*

**Xicotort, N.** (2019, December 10). *Universo.ele o cómo abordar el reto de la enseñanza en el contexto universitario. ZESS-Zentrale Einrichtung für Sprachen und Schlüsselqualifikationen, Georg-August-Universität Göttingen, Göttingen, Germany.*

**Xicotort, N.** (2019, October 25). *¿Soy yo o son ellos? Estrategias de procesamiento de input. Sprachenzentrum der Universität Innsbruck, Innsbruck, Austria.*

Albon, A., **Kraft, P.** (2018, September 21). *The Wisdom of Strangers on the Internet – An Analysis of the Perceived Credibility of Electronic Word-of-Mouth in Social Media. MBS Alumni Reunion 2018, Munich, Germany.*

**Nasher, J.** (2018, September 13). *Deal! Du gibst mir, was ich will! German Council Congress 2018, German Council of Shopping Centers, Berlin, Germany.*

**Schmidkonz, Ch.** (2018, November 5). *Teaching Conscious Business at a Business School. Conscious Capitalism DACH.*

**Seif, H.** (2018, December 14). *INLUMIA – Ansätze für die mittelständische Bauindustrie. Baustelle 4.0 Anwendertreffen. UNITY AG, Munich, Germany.*

**Seif, H.** (2018, November 21-22). *Nearshoring Approaches for the Development of Industry 4.0 Solutions. Expert Group Meeting 2018. Software Campus Cluj, Romania.*

**Seif, H.** (2018, November 16). *Industrie 4.0 Low Cost Lösungen für den Mittelstand. INLUMIA Ergebnispräsentation. IHK München, Munich, Germany.*

**Seif, H.** (2018, November 6). *Industry 4.0 Business Model Solutions for Small and Medium Sized Manufacturing Enterprises. Symposium for Industrial Internet Applications, Ljubljana, Slovenia.*

**Seif, H.** (2018, September 27). *Technology Marketing in the High Tech Industry – How to Market Technology based Innovations in a B2B Environment. The 48<sup>th</sup> European Microwave Conference, Madrid, Spain.*

**Seif, H.** (2018, September 17). *Herausforderungen der digitalen Transformation für den Einsatz von Industriesoftware. Fachsymposium Product Life Cycle Management, Allershausen, Germany.*

**Seif, H.** (2018, September 13-14). *Ermittlung des Reifegrades bezogen auf Digitalisierung als Startpunkt für Business Model-Initiativen in Unternehmen. Fachsymposium Industrie 4.0 für alle, Zentrum für Luft- und Raumfahrt, Wildau, Germany.*

**Wagner, D.** (2018, December 12). *Social-Media- und Community-Management in 2018. 84<sup>th</sup> Mercedes-Benz Social Media Night, Stuttgart, Germany.*

**Wagner, D.** (2018, October 24). *Social Media im Sportmanagement. MedienCampus Bayern, Munich, Germany.*

**Xicotort, N.** (2018, October 26). *¿Soy yo o son ellos? Estrategias de procesamiento de input de los alumnos. Hochschule Darmstadt, Fachbereich Gesellschaftswissenschaften, Darmstadt, Germany.*

**Xicotort, N.** (2018, October 13). *Focus on form o la atención a la forma: una apuesta por el aprendizaje significativo. GMF, Gesamtverband moderne Fremdsprachen Landesverband Bayern an der LMU, Munich, Germany.*

**Xicotort, N.** (2018, October 6). *¿Zapping? ¡No, por favor! Descubramos el mundo de la publicidad audiovisual. Día Hispánico VHS Stuttgart, Deutsch-Spanisch Lehrerverband Baden-Württemberg, Stuttgart, Germany.*

## 4.11 TEXTBOOKS

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**Xicota Tort, N.**, Guerrero García, E. (2018). *Universo.ele A1: Spanisch für Studierende / Kursbuch und Arbeitsbuch*. Munich, Germany: Hueber Verlag.

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