



Munich Business School
shaping tomorrow

RESEARCH REPORT

ACADEMIC YEAR 2023 – 2024

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1. **MBS** **FACULTY**



1.1 MBS CORE FACULTY

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

Professor for Human Resources Management
Academic Director Bachelor International Business

**Prof. Dr. rer. pol. Hans H. Jung**

Professor for International Marketing

**Prof. Dr. Stefan Baldi**

Dean of Munich Business School
Professor for Information Systems

**Prof. Dr. Patricia Kraft**

Professor for International Business
Academic Director Bachelor International Business

**Prof. Dr. habil. Florian W. Bartholomae**

Professor for Economics

**Prof. Dr. Nancy Landrum**

Professor for Sustainable Business Transformation

**Prof. Dr. Nadine Chochoiek**

Professor for Innovation and Entrepreneurship

**Prof. Dr. Gabriella Maráz**

Professor for Intercultural Management

**Prof. Dr. Maxim Egorov**

Professor for Responsible Leadership

**Prof. Dr. Thomas Röhm**

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

**Prof. Dr. Alexandra Hauser**

Professor for Responsible Leadership
Vice Dean Learning and Teaching

**Prof. Dr. Hans Michael Rüdiger**

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

**Prof. Dr. Sophie Hieke**

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

**Prof. Dr. Barbara Scheck**

Professor for Entrepreneurship

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

Professor for Finance and Accounting

**Prof. Dr. Christian Schmidkonz**

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

1.1 MBS CORE FACULTY



Prof. Dr. Heiko Seif

Professor for International Management
Academic Director Master Sports Business
and Communication



Prof. Dr. David Wagner

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



Prof. Dr. Dirk Stauder

Professor for Accounting



Prof. Dr. Christopher Weilage, MBA, IMBA

Professor for International Business



Prof. Dr. Eva Stumpfegger

Professor for Finance



Lic. Núria Xicoté Tort

Lecturer for Spanish

1.2 MBS RESEARCH FELLOWS



Gashaw Abeza, Ph.D.

Associate Professor, Towson University, MD, USA



Prof. Dr. Alexander Richter

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



Dr. Jose Alcaraz

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



Dr. Wolfgang Spiess-Knafl

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



Prof. Dr. Todd Davey

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



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

This report covers the 2023-2024 academic year and ends with September 1, 2024.

2. **MBS RESEARCH CONCEPT**

2.1 MBS VISION, MISSION AND VALUES

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



Figure 1: Core Values of Munich Business School

Vision

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

Mission

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

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

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

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

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

2.2 MBS RESEARCH FRAMEWORK

In 2023, Munich Business School updated its Research Framework, implemented in the Academic Year 2023/24. The Framework addresses the complexities of an interconnected world by combining three dimensions: the global megatrends (Sustainability, Digital Transformation, Globalization), the research areas at the heart of MBS research (Innovation, Responsible Leadership, Family Businesses & Entrepreneurship), and its research subjects (People, Organization, Society). Each dimension is studied individually and in relation to the others, guiding the strategic focus of research at MBS.

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

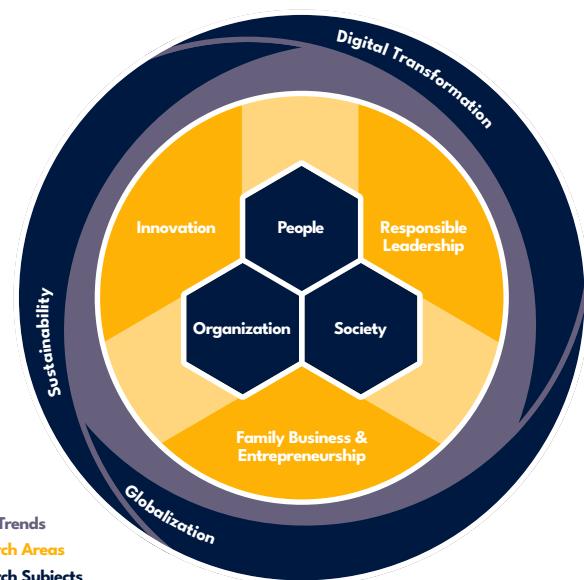


Figure 3: New MBS Research Framework

Chapter 3 provides detailed descriptions of each framework dimension, including related publications and research activities. Faculty members retain academic freedom, allowing research beyond the defined fields (see Chapter 3).

The research areas intersect with each other and link to other university activities, including teaching and professional development.

These interfaces are discussed in detail within the research committee and coordinated through Faculty Roundtables, enabling strategic synergies between research, teaching, and professional development.

Figure 2: Vision and Mission of Munich Business School

2.3 INTERFACES BETWEEN RESEARCH AND TEACHING

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

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

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

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

Figure 4: Interfaces Between Research Fields

2.4 MBS RESEARCH AWARD

Since 2018, the **MBS Research Award** has recognized outstanding research achievement. The Research Committee selects... year. It is presented at the semester' opening ceremony. In 2023, the award was conferred on Prof. Dr. David Wagner; in 2024, it was awarded to Prof. Dr. Nancy Landrum.



Dean Prof. Dr. Stefan Baldi and Vice-Dean of Research Prof. Dr. David Wagner with MBS Research Award Winner Prof. Dr. Nancy Landrum.

2.6 THIRD-PARTY FUNDED PROJECTS

To support faculty in preparing research proposals, part of the research budget is allocated for this purpose. The research coordinator serves as the liaison between the university and researchers, providing administrative support before submission and throughout funded projects (see Chapter 2 for details on institutionally affiliated third-party projects).

In addition, individual professors participate in external third-party projects, such as Prof. Dr. Heiko Seif's involvement in the Elys1 project and Prof. Dr. Hans Jung's work on the GENIAL! projects.

Munich Business School's Strategic Plan and Research Strategy emphasize the importance of third-party funded research, which expands the university's research network and fosters collaboration with academic institutions, NGOs, and industry partners.

2.7 DBA STUDY PROGRAM

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

Since 2014/15, Munich Business School has partnered with Sheffield Hallam University (SHU) on the DBA program. Following Brexit regulations, MBS now delivers only the first phase (Teaching Phase, years one and two), in which doctoral candidates develop their research proposals. Upon successful completion and SHU approval, candidates transfer to SHU for the Research Phase (years three and four), with continued support from MBS by providing them an MBS supervisor. During the reporting period, 22 students successfully defended their dissertations (see chapter 3.11). Dissertation topics align with the university's research framework and are detailed in Chapter 3 according to research areas, megatrends, and subjects.

2.5 COMPETENCE CENTER ECSF

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

2.8 RESEARCH-RELATED EVENTS

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

- Faculty Roundtables:** Faculty Roundtables are held three times per semester with mandatory attendance for core faculty. These meetings provide key information, address teaching and research matters, and include reports on Research Committee activities and research performance.
- MBS Researchathon:** Based on faculty feedback from the 2023 event at Microsoft, the Research Committee has revised the format. The new concept will combine research idea exchanges, knowledge sharing, and discussions with teaching insights as well as case study and business project findings to foster interdisciplinary, practice-oriented research. The next full-day Researchathon is scheduled for early 2025.
- 5th MBS Doctoral Conference (May 17, 2024):** In hybrid format, DBA students presented their research and engaged with faculty, alumni, and SHU supervisors. Keynotes were given by Dr. Judith Widauer on communication in the DBA journey and Dr. Alex Osterwalder on his path from dissertation to impactful entrepreneurship.



Some of the participants at the MBS Doctoral Conference in May 2024.



**MBS DOCTORAL CONFERENCE KEYNOTE:
DR. ALEX OSTERWALDER**

**FROM DOCTORAL DISSERTATION TO AUTHOR
AND ENTREPRENEUR WITH AN IMPACT**

Join us for a talk with Dr. Alex Osterwalder, inventor of the Business Model Canvas and founder & CEO of Strategyzer. Learn about his journey from doctoral dissertation to bestselling author and entrepreneur. See how academic research can lead to real-world business success.

Alex will discuss the challenges he faced and the decisions he made. He'll also highlight his mistakes, so you don't have to make the same. Don't miss this chance to learn how to bridge the gap between academia and practical business impact.

Dr. Alex Osterwalder ranked No. 4 of the top 50 management thinkers worldwide and holds the Thinkers50 Strategy Award. He invented the Business Model Canvas, Value Proposition Canvas, and Business Portfolio Map together with Yves Pigneur – practical tools that are trusted by millions of business practitioners from leading global companies.

Please register via Virtual Campus: vc.munich-business-school.de

**LEARN,
EXCHANGE
AND
CONNECT**

WHEN:
May 17, 2024
12-12:45 pm

WHERE:
Online via MS Teams

Hosted by:
Prof. Dr.
David Wagner

On the agenda in October 16th:
Presenter: Prof. Dr. Nadine Chochlek & Dr. Dirk Stauder
Topic: "Web3 - the next Level of Digitalization"
Time: 1 pm to 2 pm.
Room: 239

The MBS Xchange@Lunch is an informal gathering around noon, so participants are welcome to bring their own lunch. However, refreshments will also be offered (drinks like coffee, tea, and smoothies included). Attendance is possible in person at MBS as well as online via Teams. Please note: let us know if you plan on attending in person (needed to plan the refreshment buffet) via e-mail by October 12th at the latest (to quality@munich-business-school.de)

- XChange@Lunch:** Since 2017, MBS has offered lunchtime research events where faculty, fellows, and associates present current work. Evolving from Brown Bag Seminars and Science@Lunch to the revamped XChange@Lunch format in 2022/23, the series now also includes teaching- and practice-oriented topics, with staff, adjunct faculty, and occasionally students participating. In the reporting period, contributions were made by core faculty, research associates, adjunct lecturers, and staff, including Dr. Thomas Röhm, Dr. Nadine Chochlek, Dr. Johannes Hofinger, Dr. Christian Schmidkonz, Dr. Alexandra Hauser, Maxi Holzapfel, Dr. Dorianne Cotter-Lockard, Dino Cardiano, Dr. Dirk Stauder, and Jelena Novkovski.

Ronyai, Viktoria
11.10.2023 10:19

Dear Munich Business School Community 😊

Munich Business School
University of Applied Sciences
Xchange @Lunch

We are happy to welcome you all to the second presentation of our MBS Xchange@Lunch event series this semester, as always a fine opportunity to get up-to-date on what is currently being pursued by MBS lecturers and colleagues in the area of research, teaching and learning, and more.

On the agenda in October 16th:
Presenter: Prof. Dr. Nadine Chochlek & Dr. Dirk Stauder
Topic: "Web3 - the next Level of Digitalization"
Time: 1 pm to 2 pm.
Room: 239

The MBS Xchange@Lunch is an informal gathering around noon, so participants are welcome to bring their own lunch. However, refreshments will also be offered (drinks like coffee, tea, and smoothies included). Attendance is possible in person at MBS as well as online via Teams. Please note: let us know if you plan on attending in person (needed to plan the refreshment buffet) via e-mail by October 12th at the latest (to quality@munich-business-school.de)

2.9 PUBLICATIONS BY THE UNIVERSITY

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

- The **MBS Working Papers** (ISSN 2367-3839) series publishes contributions from professors, often in collaboration with students or external researchers, to present and explore innovative research approaches. Since its launch in late 2020, the "Outstanding Thesis" subseries has regularly featured exceptional student theses.



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

2.10 MBS RESEARCH FELLOWS

Established in 2020, the MBS Research Fellowship promotes MBS's collaboration with research-oriented scholars whose work aligns with the university's Research Framework. Fellows contribute through joint research projects, cooperation with faculty and DBA students, and presentations at MBS.

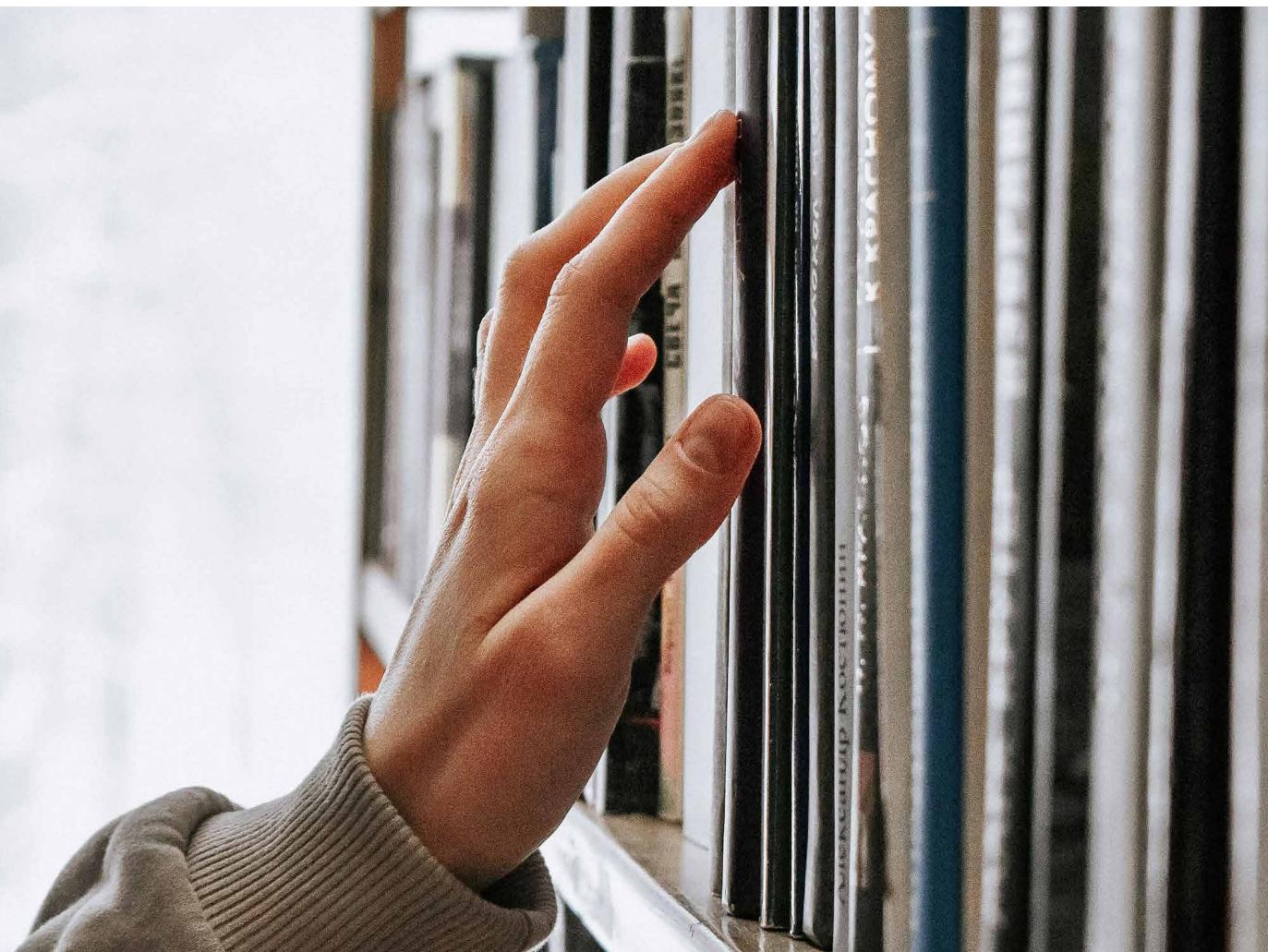
For the reporting period, see the list of collaborations with MBS faculty members, research staff, DBA students, or as presentations at MBS:

Academic Journals

- Alcaraz, J., & Röhm, Th. (submitted). *Aguayo Construction Industries: Solar Energy as the Way Forward?* Manuscript submitted for publication.
- Wagner, D., Richter, A., & Oertel, B. (2024). *Wie gesund ist meine Community? – Kennzahlen zur Erfolgsmessung von Online Communities.* *WiST – Wirtschaftswissenschaftliches Studium*, (7-8), 47-50.
- Wagner, D., Richter, A., & Oertel, B. (2024). <https://doi.org/10.15358/0340-1650-2024-7-8-46>

Academic Conference Proceedings

- Martin, T., & Richter, A. (2024). *Adding AI for Inclusion (Impact) to Inclusive AI.* European Conference on Information Systems 2024, Technology, Research, Education, and Opinion (TREO) papers. 68. https://aisel.aisnet.org/treos_ecis2024/68





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

3. RESEARCH AT MBS

3.1. RESEARCH AREA INNOVATION

Description

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

Research Objectives

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

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

Relevance to the MBS Vision and Mission

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

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

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

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

Research Topics

Key research topics include:

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

3.1.1 Diffusion of Technology-based Innovations – Technology Competence Leveraging

This collaboration focuses on systematically analyzing existing technologies and competencies within organizations to identify new applications, generate innovations, and assess market potential.

Research Project: Elysi1

The Elysi1 project developed a lightweight hybrid knee orthosis with muscle stimulation to improve mobility in patients with central paralysis. In cooperation with LMU's Center for Sensomotorics in Neurology and the industrial partner Elysium Industries, the project aimed to design a patient-cooperative system combining a lightweight exoskeleton module with functional electrical stimulation (FES). This approach enhances patient contribution to locomotion, unlike conventional exoskeletons driven mainly by motors. It is funded by the Bavarian State Ministry of Economic Affairs, Regional Development, and Energy.

Munich Business School, represented by Prof. Dr. Heiko Seif, contributed expertise in the commercial exploitation of the project results. The consortium expects the outcomes to provide innovative, sustainable solutions in rehabilitative medical technology.

Cooperation partners/Consortium: Ludwig-Maximilians-University (Dr. Johann Szecsi), Munich Business School (Prof. Dr. Heiko Seif), Elysium Industries (Nikolaus Bätge).

Duration: May 2021 to August 2023.

3.1.2 Innovative Approaches to Teaching and the Use of AI

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

Academic Journal

- Kittelmann, 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

- Fischer, D., Heffeter, F., Grothe, S. R., Joachim, V., & Jung, H. H. (2023). *AI in Strategic Foresight – Evaluation of ChatGPT, BARD and Perplexity*. In *ISPIM Conference Proceedings* (pp. 1-28). The International Society for Professional Innovation Management (ISPIM). LUT Scientific and Expertise Publications.
- Fischer, D., Joachim, V., Tranaes, S., & Jung, H. H. (2023). *KI in der Vorausschau – Kritische Evaluation der Anwendung von generativer KI am Beispiel von ChatGPT in der Szenario-Technik*. In R. Dumitrescu, & K. Hözle (Eds.), *Vorausschau und Technologieplanung: 17. Symposium für Vorausschau und Technologieplanung* (pp. 227-252). Heinz Nixdorf Institut. <https://doi.org/10.17619/UNIPB/1-1821>

Academic Conference Presentations

- Albrecht, A. (2024, May 7). *LEGO® SERIOUS PLAY® als innovative und experimentelle Lehrmethode: Kreative Potenziale entfalten und Problemlösungskompetenz fördern*. Workshop presented at MBS Teaching Day, Munich.
- Hauser, A. (2024, May 7). *'Mit Verlaub - mir deutet, wir sind in Nöten!' Ein mittelalterliches Rollenspiel zum Thema Konfliktlösung*. Workshop presented at MBS Teaching Day, Munich.
- Hieke, S. (2024, July 4). *How ChatGPT Became my Co-Lecturer*. Paper presented at the 23rd European Conference on Research Methodology for Business and Management Studies. Porto, Portugal.
- Heffeter, F., & Jung, H. H. (2023, December 13). *AI in Strategic Foresight - Evaluation of ChatGPT, Bard, Perplexity* [Conference Presentation]. IPSIM Connects, Salzburg.

Practitioner Meeting Presentations

- Fischer, D., & Jung, H. H. (2023, September 15). *Kritische Anwendung von generativer KI am Beispiel von ChatGPT in der Szenario-Technik* [Conference Presentation]. 17. Konferenz für Vorausschau und Technologieplanung, Berlin.
- Hieke, S. (2023, November 11). *How Chat GPT became my co-lecturer*, Keynote at TEXOVERSUM LDT, Nagold, Germany.
- Schmidkonz, C. (2024, May 7). *Immersives Lernen*. Workshop presented at MBS Teaching Day, Munich.

Textbook

- Bartholomae, F., & Wiens, M. (2024). *Game Theory and Applications: A Guide for Students and Researchers*. Springer Wiesbaden. <https://doi.org/10.1007/978-3-658-44608-6>

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

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

Academic Journals

- Berisha, G., Govori, D., Lajci, R., Sonta, M., & Röhm, T. (2024). *Innovative Work Behavior of Intrapreneurs: A Matter of Belonging and Support?* European Journal of Innovation Management. Advance online publication. <https://doi.org/10.1108/EJIM-05-2024-0540>
- Demastus, J., Ohsowski, B. M., & Landrum, N. E. (2024). *Exploring the nexus of organisational culture and sustainability for green innovation*. Industry and Innovation, 1-31.

Academic Conference Presentation

- Singla, A., Gupta, N., & Seif, H. (2023, October 12-14). *Blockchain-based Decentralised Identity Management (DID) for Edge Computing: Framework & Security Considerations* [Conference presentation]. Creating & Managing Responsible Organisations – An Emerging Economy Perspective (ICCMRO '23), Management Development Institute Gurgaon, India.

Practitioner Meeting Presentation

- Chochoiek, N., & Lorenz, S. (2024, July 26). *Tech Alone is Not the Answer - Future Skills for the Shapers of Tomorrow*. Workshop. Tech Days, Munich.

3.1.4 Further Intellectual Contributions in the Research Area Innovation

Working Paper/Report

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

Presentations

- Wagner, D., Kramer, K., & Rittmann, C. (2024). *Neue Wege gehen - Warum E-Sports und Gaming immer interessanter für Marken werden und wie erfolgreiche Aktivierungen gelingen: Eine Marketingagenda in neun Punkten*. Markenartikel, 5(2024), 100-103.
- Bartholomae, F., Nam, C. W., & Steinhoff, P. (2023). *Kann Deutschland E-Government? VM Verwaltung & Management*, 29(5), 235-239. <https://www.ifo.de/publikationen/2023/aufsatze-zeitschrift/kann-deutschland-e-government-das-scheitern-des>

Practitioner Book

- Kollinger, Ch., Cardiano, D. G., Röhm, T., & Eski, S. (2023). *Intrapreneurship - 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>



Other Intellectual Contribution

- Chochoiek, N., & Stauder, D. (2023, October 16). *Web3 - the Next Level of Digitalization*. XChange@Lunch, Munich Business School.

3.2 RESEARCH AREA RESPONSIBLE LEADERSHIP

Description

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

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

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

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

Research objectives

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

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

Relevance to the MBS Vision and Mission

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

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

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

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

Research Topics

Key research topics include:

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

3.2.1 New Leadership Styles

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

Practitioner Book Chapter

- Albrecht, A. (2023). Shared Leadership. In I. Knappertsbusch, & G. Wisskirchen (Eds.), *Die Zukunft der Arbeit: New Work mit Flexibilität und Rechtssicherheit gestalten* (pp. 245-253). Springer Gabler. https://doi.org/10.1007/978-3-658-42232-5_29

3.2.2 Diversity Management

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

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

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

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

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

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

Academic Conference Presentation

- 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 Ingenieurpsychologie der Deutschen Gesellschaft für Psychologie: "Proaktive Anpassung an eine sich verändernde Arbeitswelt", 12.-15. September 2023, Kassel, Germany.

Practitioner Journals

- Hillert, A., & Albrecht, A. (2023). *Burnout, was ist das?* Der Allgemeinarzt, 2023(17), 36+.
- Hillert, A., & Albrecht, A. (2023). *Die berufliche Gratifikationskrise.* Der Allgemeinarzt, 2023(18).
- Hillert, A., & Albrecht, A. (2023). *Burnout: Historische Hintergründe.* Der Allgemeinarzt, 2023(16), 50+.

Practitioner Meeting Presentation

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

Other Intellectual Contribution

- Schmidkonz, Ch. (2024, February 9). *Mental Health First Aid (MHFA): Introducing a Global Approach to Well-being in Our Business School.* XChange@Lunch, Munich Business School.

3.2.4 Entrepreneurial Responsibility and Conscious Business

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

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

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

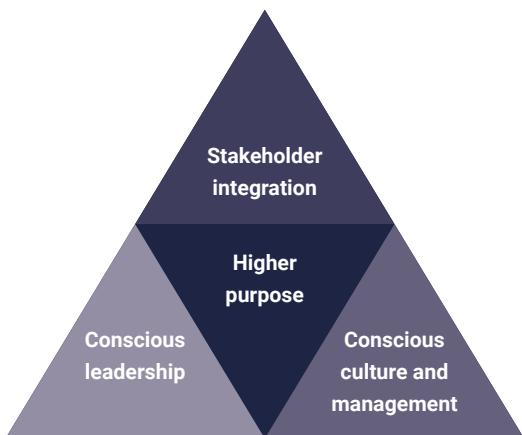


Figure 5: Principles of Conscious Business

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

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

Academic Book

- 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>

Working Paper/Report

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

Research Project: Conscious Business Education (CBE)

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

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

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

Duration: January 2022 to September 2024.

Other Intellectual Contribution

- Schmidkonz, Ch., & Cotter-Lockard, D. (2024, March 26). *Business as unusual: Introducing the 'Conscious Business Education' Erasmus+ project lead by MBS*. XChange@Lunch, Munich Business School.



An introduction to the Erasmus+ research project Conscious Business Education by Prof. Dr. Christian Schmidkonz as an XChange presentation.

CONSCIOUS BUSINESS EDUCATION

Agenda Outline

Thursday, June 20th

- Welcome (09:00 am)
- Recap & Status : The Conscious Education Project
- Keynote Speech
- Business Roundtable
- Networking Lunch @ NOVA
- Workshops : "Building comprehensive Conscious Business Studies"
- Floor exchange : "Building comprehensive Conscious Business Studies"
- Networking Dinner Event

Friday, June 21st

- Workshops : how to advance conscious business education at universities and business schools
- Roundtable : Becoming a conscious educator
- Panel discussion : "Creating a platform to change business education"
- Floor exchange & Closure
- Adjourn : 14:00

SAVE THE DATE

2nd annual CONFERENCE

June 20 - 21st 2024

@ NOVA School of Business & Economics (Lisbon / Portugal)

Registration & Logistics

- Participation is free of charge
- Plan your own travel and hotel booking (we will provide a list of recommended hotels on our website)
- You can register on-line [here](#), or write directly to konstantin.mudrack@munich-business-school.de



In June 2024, the research project partners met in Lisbon for the 2nd Conscious Business Education Conference.

3.2.5 Exploitative Leadership

Research Project: ELDiCo

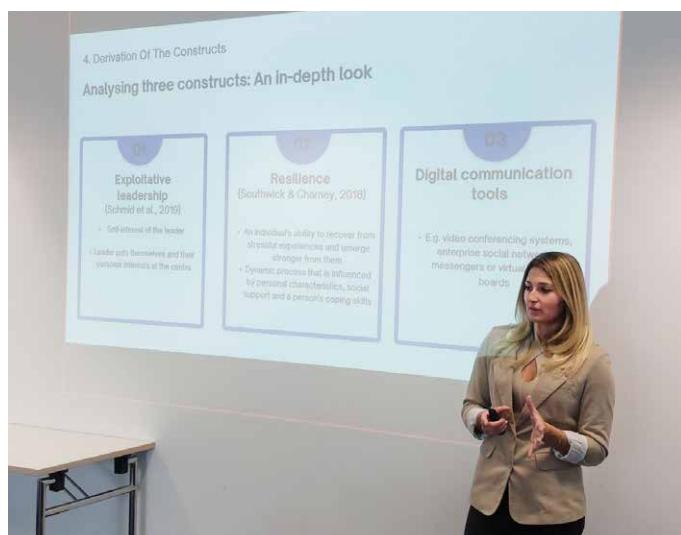
The research project Exploitative Leadership and Digital Collaboration (ELDiCo) investigates the complexities and challenges of digital leadership. It focuses on identifying and analyzing exploitative leadership mechanisms and their impact on the resilience of employees and leaders. Furthermore, the project explores the design and optimization of digital communication tools to enhance collaboration in virtual teams and improve leadership effectiveness. The project is funded by bidt – the Bavarian Research Institute for Digital Transformation – with a total budget of approximately EUR 935,000.

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

Duration: April 2024 to March 2027.

Other Intellectual Contribution

- Hauser, A., & Holzapfel, M. (2024, April 16). *Intro: ELDiCo Research Project: Exploitative Leadership in Digital Collaboration*. XChange@Lunch. Munich Business School.



In April 2024, research associate Maxi Holzapfel presented the MBS Research project ELDiCo at an XChange@Lunch event.

3.2.6 Responsible Leadership and Mentoring

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

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

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

Academic Journal

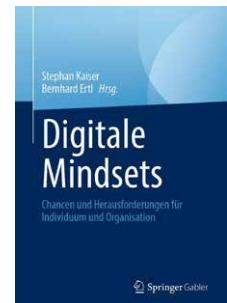
- Fladerer, M. P., Drozdzewski, S., Hauser, A., Lermer, E., Kuonath, A., & Frey, D. (2023). *Matching by value congruence for high-quality mentoring: Evidence from a student peer mentoring program*. *Studies in Higher Education*. Advance online publication. <https://doi.org/10.1080/03075079.2023.2217441>

Academic Book

- Spiess-Knafl, W., & Scheck, B. (2023). *Impact Investing: Instruments, Mechanisms and Actors* (2nd ed.). Palgrave Macmillan Cham. <https://doi.org/10.1007/978-3-031-32183-2>

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). Springer Gabler. https://doi.org/10.1007/978-3-658-41104-6_3



Practitioner Book Chapter

- Frey, D., & Hauser, A. (2024). *Kurt Lewin*. In M.J. Eppler, O. Haas, H. Röhl, & B. Winkler (Eds.), *Vordenker der Organisationsentwicklung* (pp. 159–168). Schäffer-Poeschel Verlag.

3.2.7 Further Intellectual Contributions in the Research Area Responsible Leadership

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.

3.3 RESEARCH AREA FAMILY BUSINESS & ENTREPRENEURSHIP

Description

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

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

Research Objectives

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

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

Relevance to the MBS Vision and Mission

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

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

Research Topics

Key research topics include:

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

3.3.1 Responsible and Sustainable Entrepreneurship

Competence Center:

European Center for Social Finance (ECSF)



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

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

Research Project:

NextSMEs – The Next Generation SMEs

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



The research project is funded by Erasmus+.

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

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

Duration: September 2024 to August 2026.

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

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



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

Duration: October 2023 to September 2025.

Research Project: Social-X-Change

SOCIAL CHANGE

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

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

Duration: September 2022 to August 2025.

Research Project:

Trust-based Partnership – Yes! Young Entrepreneurs Succeed

The European Economic Area (EEA) research project Trust-based Partnership (TbP) Model addressed the systemic challenges young people face in starting, growing, and sustaining businesses across Europe. The project piloted a partnership-based support model designed to strengthen entrepreneurship opportunities for underserved youth (aged 25–30) in Greece, Italy, Spain, and Poland. It generated evidence on effective entrepreneurship support mechanisms, tested and refined the TbP Model, and advocated for broader implementation through stakeholder engagement.

Project outcomes include the development of an evidence-based report, a tested and improved Trust-based Partnership (TbP) Model, a new assessment system, a methodology toolkit, knowledge transfer workshops, and international conferences. The expected impact included improved youth participation in education, employment, and entrepreneurship, increased awareness among stakeholders, and a stronger ecosystem for inclusive entrepreneurship.

The project was funded through the European Economic Area (EEA) Grants and received follow-up funding until its completion in 2023.

Expertise Partner: Munich Business School
(Prof. Dr. Barbara Scheck, Dr. Giulia Parola, Adewale Olowode).

Duration: October 2018 – March 2022 (extended through 2023).

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

Study on Teaching Future Competences through Entrepreneurship

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

Academic Conference Proceedings

- Wolf, B., Seif, H., & Kraft, P. Wolf, B., Seif, H., & Kraft, P. (2023). *Teaching Future Competences Through Entrepreneurship: An Entrepreneurship Educator's Reflection*. 3E Conference Proceedings: Book of Abstracts (p. 115). ECSB European Council for Small Business and Entrepreneurship.

Research Project:

EaSI – Technical Assistance for Social Finance Providers

On behalf of the European Commission, the European Center for Social Finance (ECSF) at Munich Business School conducted research on the innovation potential of social enterprises and their positive impact on the economy and society. The project also supported capacity building to strengthen the development and scalability of social enterprises across Europe. It was funded by the European Commission with a total budget of EUR 2.4 million.

Cooperation Partners: Munich Business School

(Prof. Dr. Barbara Scheck, ECSF), Dr. Yiorgios Alexopoulos (Greece), and NGEN Impact GmbH (Dr. Wolfgang Spiess-Knafl, Austria).

Duration: 2019 – extended through 2023.

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



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

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

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

Duration: January 2022 – December 2024.



EASE Transnational Partner Meeting in Bruxelles, July 2024.



EASE Multiplier Event in Paris, January 2024.

Research Project: WEMag – Women Entrepreneurs in the Maghreb



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

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

Duration: December 2020 to January 2024.

3.3.2 Entrepreneurship and Intrapreneurship

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

Academic Journal

- Chochoiek, N., Rosendahl Huber, L., & Sloof, R. (2024). Optimism and Overconfidence of Strategic Decision Makers - Comparing Entrepreneurs and Managers with Employees. *Journal of Economics & Management Strategy*. <https://doi.org/10.1111/jems.12615>

Academic Book Chapter

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

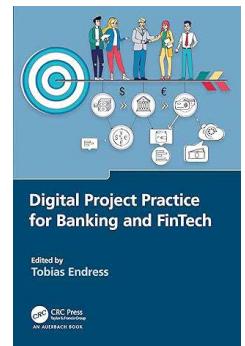
Academic Conference Proceedings

- Chochoiek, N., & Rosendahl Huber, L. (2024). Risk Preferences of Female Entrepreneurs – Closing the Gender Data Gap in Entrepreneurship. *Academy of Management Proceedings*, 2024(1), Article 18490. <https://doi.org/10.5465/AMPROC.2024.18490abstract>

3.3.3 Further Intellectual Contributions in the Research Area Family Business & Entrepreneurship

Academic Book Chapter

- Bartholomae, F. W., & Stumpfegger, E. (2024). Which Signals Promise Success in Crowdfunding? A Simple Guide for Start-Ups. In Tobias Endress (Ed.), *Digital Project Practice for Banking and FinTech* (pp. 95-107). Auerbach Publications. <https://doi.org/10.1201/9781003395560-9>



Practitioner Book

- Kollinger, Ch., Cardiano, D. G., Röhm, T., & Eski, S. (2023). *Intrapreneurship - 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>

3.4. RESEARCH MEGATREND SUSTAINABILITY

Description

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

Research Objectives

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

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

Relevance to the MBS Vision and Mission

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

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

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

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

Research Topics

Key research topics include:

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

3.4.1 Sustainable Development of Organizations and Sustainable Design

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

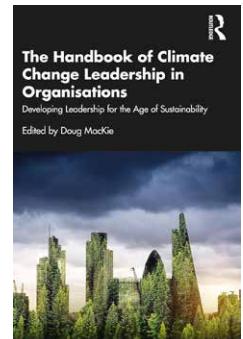
Sustainable design, however, is central to the transformation required for a sustainable future. Sustainable design encompasses all elements of a business, including products, service systems, supply chains, value chains, business models, and operations to enhance positive impacts and eliminate negative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

Academic Journals

- Farias, G., Landrum, N., Farias, C., & Krysa, I. (2024). *Explorations in organized hypocrisy and a proposed direction for a sustainable future. Sustainability Accounting, Management, and Policy Journal*, 15(1), 1-22. <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>

Academic Book Chapter

- Landrum, N. (2023). *We are prolonging unsustainability. Shouldn't we save humanity instead? In D. Mackie (Ed.), Handbook of Climate Change Leadership in Organisations: Leadership Development in the Age of Sustainability. Oxfordshire, England: Routledge*



Academic Conference Presentations

- Bidmon, C., Landrum, N. E., Chen, S., Balarezo, R., Russo, M. V., Louche, C., Van Buren, H. J., Sharma, G., & Bu, M. (2024). *Editor Panel: Sustainability Research from Underrepresented Regions of the World. Academy of Management Annual Conference, Chicago, USA.* <https://doi.org/10.5465/AMPROC.2024.13194symposium>
- Landrum, N., Simaens, A., & Salgueiro, M. (2024, June 26). *Exploring the Social Dimension of Sustainability [Conference Presentation]. ESEE-Degrowth Conference, Pontevedra, Spain.*
- Landrum, N. (2024, June 21). *Toward a Theory and Practice of Strong Global Sustainability [Conference Presentation]. ESEE-Degrowth Conference, Pontevedra, Spain.*
- Landrum, N., Simaens, A., & Salgueiro, M. (2024, May 30). *Bridging Strong Sustainability Theory and Social Sustainability [Conference Presentation]. GRONEN Conference, Paris, France.*

Other Academic Contribution

- Landrum, N. (2023). *Strong sustainability in practice. Pathways to Research, EBSCO.* <https://www.pathways2research.com>

3.4.2 International Financial and Sustainability Reporting and Disclosure

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

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

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.*

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.*

3.4.3 "Green" Supply Chain Management, Circular and Green Economy

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

Academic Journal

- Weilage, C., Schmidkonz, Ch., & Gonçalves, G. (2024). *Consumer WEEE recycling awareness in Portugal: Progression toward a circular economy. The International Journal of Sustainability Policy and Practice, 20(1), 1-21.*
<https://doi.org/10.18848/2325-1166/CGP/v20i01/1-21>

Working Paper/Report

- Siedler, A.-M., Schmidkonz, Ch., Kraft, P. (2023). *Koordinierung von Effizienz-, Konsistenz- und Suffizienzmaßnahmen in der Lebensmittelindustrie für die Transformation zu einer Green Economy. Munich Business School Working Paper Series (ISSN 2367-3869), 2023-03.*



3.5 RESEARCH MEGATREND DIGITAL TRANSFORMATION

Description

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

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

Research objectives

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

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

Relevance to the MBS Vision and Mission

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

Research Topics

Key research topics include:

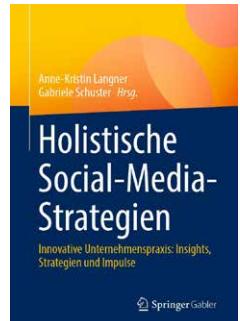
1. Digital Transformation of Value Creation
2. Economics of Digital Transformation
3. Digital Communities
4. Use of Digital Technologies in Knowledge Transfer

3.5.1 Digital Transformation of Value Creation

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

Academic Book Chapter

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



Academic Conference Proceedings

- Zeiher, S., Richter, A., & Wagner, D. (2023). Towards domain-specific knowledge on digital transformation – The case of the furniture industry. *Proceedings of the 31st European Conference on Information Systems*, Paper 317. https://aisel.aisnet.org/ecis2023_rp

Practitioner Meeting Presentation

- Bartholomae, F. (2023). *E-Government: Anforderung – Herausforderung – Lösung*. 13th Conference on Digitalization on the topic of "Digitalisierung und E-Government". University of Applied Sciences for Applied Management, Ismaning, Germany.

Other Intellectual Contribution

- Chochoiek, N., & Stauder, D. (2023, October 16). *Web3 – the Next Level of Digitalization*. XChange@Lunch, Munich Business School.

3.5.2 Economics of Digital Transformation

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

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

Working Paper/Report

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

3.5.3 Digital Communities

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

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

Academic Journals

- Wagner, D., Richter, A., & Oertel, B. (2024). *Wie gesund ist meine Community? – Kennzahlen zur Erfolgsmessung von Online Communities*. WiST - Wirtschaftswissenschaftliches Studium, (7-8), 47-50. <https://doi.org/10.15358/0340-1650-2024-7-8-46>
- 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 Conference Proceedings

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

3.5.4 Use of Digital Technologies in Knowledge Transfer

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

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

Academic Journal

- Kittelmann, 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

- Fischer, D., Heffeter, F., Grothe, S. R., Joachim, V., & Jung, H. H. (2023). *AI in Strategic Foresight – Evaluation of ChatGPT, BARD and Perplexity*. In *ISPIM Conference Proceedings* (pp. 1-28). The International Society for Professional Innovation Management (ISPIM). LUT Scientific and Expertise Publications.
- Fischer, D., Joachim, V., Tranaes, S., & Jung, H. H. (2023). *KI in der Vorausschau – Kritische Evaluation der Anwendung von generativer KI am Beispiel von ChatGPT in der Szenario-Technik*. In R. Dumitrescu, & K. Höglzle (Eds.), *Vorausschau und Technologieplanung: 17. Symposium für Vorausschau und Technologieplanung* (pp. 227-252). Heinz Nixdorf Institut. <https://doi.org/10.17619/UNIPB/1-1821>
- 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

Academic Conference Presentations

- Hieke, S. (2024, July 4). *How ChatGPT Became my Co-Lecturer*. Paper presented at the 23rd European Conference on Research Methodology for Business and Management Studies. Porto, Portugal.
- Heffeter, F., & Jung, H. H. (2023, December 13). *AI in Strategic Foresight – Evaluation of ChatGPT, Bard, Perplexity* [Conference Presentation]. IPSIM Connects, Salzburg.

Practitioner Meeting Presentations

- Fischer, D., & Jung, H. H. (2023, September 15). *Kritische Anwendung von generativer KI am Beispiel von ChatGPT in der Szenario-Technik* [Conference Presentation]. 17. Konferenz für Vorausschau und Technologieplanung, Berlin.
- Hieke, S. (2023, November 11). *How Chat GPT became my co-lecturer*, Keynote at TEXOVERSUM LDT, Nagold, Germany.
- Schmidkonz, C. (2024, May 7). *Immersives Lernen*. Workshop presented at MBS Teaching Day, Munich.

3.6. RESEARCH MEGATREND GLOBALIZATION

Description

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

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

Research Objectives

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

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

Relevance to the MBS Vision and Mission

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

Research Topics

Key research topics include:

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

3.6.1 Location Factors in Global Competition

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

Academic Journal

- Bartholomae, F. 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>

3.6.2 Cross-Cultural Management

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

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

Academic Conference Presentation

- Weilage, C., & Maráz, G. (2023, November 15). *Perspectives Shaping the Future of Ukraine*. Online conference with guests from Zurich, Toronto, Hamburg, Kyiv, Stockholm, Munich, Budapest, Kyiv, Paris.

Practitioner Journal

- Hofinger, J., & Reich, S. (2023). *Wenn Klima- und Umweltrisiken auf die Bilanz und G&V einer Bank durchschlagen*. *Die Bank*, 2023(10), 58-65.

3.7 RESEARCH SUBJECTS PEOPLE, ORGANIZATION, SOCIETY

Description

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

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

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

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

Research Objectives

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

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

Relevance to the MBS Vision and Mission

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

Research Topics

Key research topics include:

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

3.7.1 Consumer Behavior

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

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

3.7.2 Business Valuation between Law and Economy

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

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

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.

3.7.3 Communication Management

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

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

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

Academic Journals

- Wagner, D., Richter, A., & Oertel, B. (2024). *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 Chapter

- 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.

3.7.4 Supply Chain Management

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.

Practitioner Meeting Presentations

- Rüdiger, M. (2024, April 9). *Certification Programme on Procurement Management for Goods and Physical Services – Topic: "Logistics and Supply Chain for Procurement of Goods"*, ITC ILO (UN International Training Centre – International Labour Organisation), Turin, Italy.
- Rüdiger, M. (2024, February 21). *BuildProc (Procurement Certification Programme - Community of Practice) – Topic: "Supply Chain and Logistics Management"*, ITC ILO (UN International Training Centre – International Labour Organisation), Turin, Italy.

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

Academic Journals

- Hofinger, J., & Reich, S. (2024). *Physische Risiken – Wie Extremwetter und hohe Temperaturen auf die G&V und Bilanz von Unternehmen wirken*. *Corporate Finance*, 2024(7-8), 161-165.
- Hofinger, J., Reiser, W., & Seif, H. (2024). *Finanzierung von Working Capital in inflationären Zeiten: Intelligentes Bestandsmanagement zur Absicherung gegen Inflation*. *Controlling: Zeitschrift für erfolgsorientierte Unternehmenssteuerung*, 36(3), 24-32.
- Weilage, C., & Kraft, P. (2024). *Baseball Bat, Resign, or Accept? – Handling Career Impacting Feedback*. *The CASE Journal*. <https://doi.org/10.1108/TCJ-11-2023-0232>

Academic Conference Presentations

- Bartunek, J., Miller, J., Pellegrini, E., Stephenson, K., & Wagner, D. (2024, August 9). *Maximizing the Impact of Professional Doctorates*. *Workshop at the 84th Annual Meeting of the Academy of Management in August 2024*, Chicago, USA.
- Weilage, C., & Maráz, G. (2023, November 15). *Perspectives Shaping the Future of Ukraine*. *Online conference with guests from Zurich, Toronto, Hamburg, Kyiv, Stockholm, Munich, Budapest, Kyiv, Paris*.

Practitioner Journal

- Seif, H., & Schneiderath, B. (2024). *Finanzierungsinstrumente in turbulenten Zeiten*. *Controller Magazin*, 2024(1), 86-89.

Practitioner Book Chapter

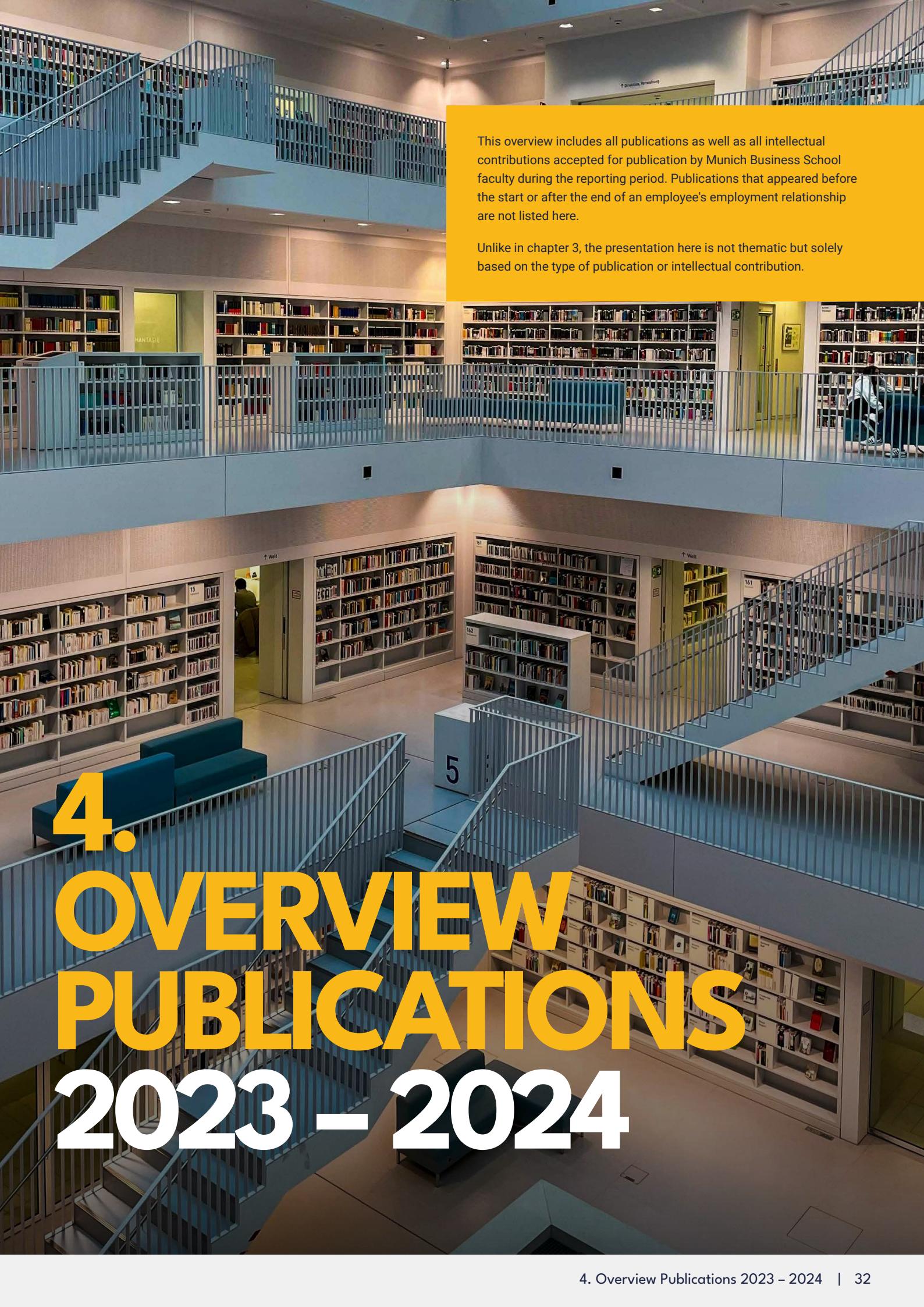
- Frey, D., & Hauser, A. (2024). *Kurt Lewin*. In M.J. Eppler, O. Haas, H. Röhl, & B. Winkler (Eds.), *Vordenker der Organisationsentwicklung* (pp. 159-168). Schäffer-Poeschel Verlag.

Practitioner Meeting Presentations

- Chochoiek, N., & Lorenz, S. (2024, July 26). *Tech Alone is Not the Answer – Future Skills for the Shapers of Tomorrow*. *Workshop*. Tech Days, Munich.



- Bartholomae, F. (2023). *E-Government: Anforderung – Herausforderung – Lösung*. *13th Conference on Digitalization on the topic of "Digitalisierung und E-Government"*. University of Applied Sciences for Applied Management, Ismaning, Germany.



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

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

4. OVERVIEW PUBLICATIONS 2023 – 2024

4.1 ACADEMIC JOURNALS

- Alcaraz, J. M., Shandler, K., Edwards, M., & Arevalo, J. A. (2024). *Film-Making and Management Learning as (Multimodal) Design*. *Academy of Management Learning & Education*, 23(1). <https://doi.org/10.5465/amlle.2021.0426>
- Berisha, G., Govori, D., Lajçi, R., Sonta, M., & Röhm, T. (2024). *Innovative Work Behavior of Intrapreneurs: A Matter of Belonging and Support?* *European Journal of Innovation Management*. Advance online publication. <https://doi.org/10.1108/EJIM-05-2024-0540>
- Chochoiek, N., Rosendahl Huber, L., & Sloof, R. (2024). *Optimism and Overconfidence of Strategic Decision Makers – Comparing Entrepreneurs and Managers with Employees*. *Journal of Economics & Management Strategy*. <https://doi.org/10.1111/jems.12615>
- Demastus, J., Ohsowski, B. M., & Landrum, N. E. (2024). *Exploring the nexus of organisational culture and sustainability for green innovation*. *Industry and Innovation*, 1–31.
- Farias, G., Landrum, N., Farias, C., & Krysa, I. (2024). *Explorations in organized hypocrisy and a proposed direction for a sustainable future*. *Sustainability Accounting, Management, and Policy Journal*, 15(1), 1-22. <https://doi.org/10.1108/SAMPJ-05-2022-0250>
- Hofinger, J., & Reich, S. (2024). *Physische Risiken – Wie Extremwetter und hohe Temperaturen auf die G&V und Bilanz von Unternehmen wirken*. *Corporate Finance*, 2024(7-8), 161-165.
- Hofinger, J., Reiser, W., & Seif, H. (2024). *Finanzierung von Working Capital in inflationären Zeiten: Intelligentes Bestandsmanagement zur Absicherung gegen Inflation*. *Controlling: Zeitschrift für erfolgsorientierte Unternehmenssteuerung*, 36(3), 24-32.
- Wagner, D., Richter, A., & Oertel, B. (2024). *Wie gesund ist meine Community? – Kennzahlen zur Erfolgsmessung von Online Communities*. *WiST - Wirtschaftswissenschaftliches Studium*, (7-8), 47-50. <https://doi.org/10.15358/0340-1650-2024-7-8-46>
- Weilage, C., & Kraft, P. (2024). *Baseball Bat, Resign, or Accept? – Handling Career Impacting Feedback*. *The CASE Journal*. <https://doi.org/10.1108/TCJ-11-2023-0232>
- Weilage, C., Schmidkonz, Ch., & Gonçalves, G. (2024). *Consumer WEEE recycling awareness in Portugal: Progression toward a circular economy*. *The International Journal of Sustainability Policy and Practice*, 20(1), 1-21. <https://doi.org/10.18848/2325-1166/CGP/v20i01/1-21>
- 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>
- Fladerer, M. P., Drozdzewski, 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>
- Kittelmann, 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 Review and Research Agenda for Brand Communities in Sports*. *International Journal of Sport Communication*, 16(2), 104-109. <https://doi.org/10.1123/ijsc.2022-0198>

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>

4.3 ACADEMIC BOOK CHAPTERS

- Bartholomae, F. W., & Stumpfegger, E. (2024). Which Signals Promise Success in Crowdfunding? A Simple Guide for Start-Ups. In Tobias Endress (Ed.), *Digital Project Practice for Banking and FinTech* (pp. 95-107). Auerbach Publications. <https://doi.org/10.1201/9781003395560-9>
- 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.
- 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
- Hofinger, J., & Buchmüller, P. (2023). Bankaufsichtliche Vorgaben zu Nachhaltigkeit/ESG-Risiken. In Luz, Neus, Schaber, & andere (Eds.): *KWG und CRR, Kommentar zu KWG, CRR, SolvV, WuSolv, GroMiKV, LiqV und weiteren aufsichtsrechtlichen Vorschriften* (4. Auflage, S. 60). Stuttgart: Schäffer-Poeschel Verlag.
- Landrum, N. (2023). We are prolonging unsustainability. Shouldn't we save humanity instead? In D. Mackie (Ed.), *Handbook of Climate Change Leadership in Organisations: Leadership Development in the Age of Sustainability*. Oxfordshire, England: Routledge

4.4 ACADEMIC CONFERENCE PROCEEDINGS

- Ruoff, L., & Wagner, D. (2024). Assessing the Implementation of Digital Transformation Strategies in the German Sport Industry: An Expert Study. *Proceedings of the 27th GeNeMe Conference (Communities in New Media)*.
- Chochoiek, N., & Rosendahl Huber, L. (2024). Risk Preferences of Female Entrepreneurs – Closing the Gender Data Gap in Entrepreneurship. *Academy of Management Proceedings*, 2024(1), Article 18490. <https://doi.org/10.5465/AMPROC.2024.18490abstract>
- Fischer, D., Heffeter, F., Grothe, S. R., Joachim, V., & Jung, H. H. (2023). AI in Strategic Foresight–Evaluation of ChatGPT, BARD and Perplexity. In ISPIM Conference Proceedings (pp. 1-28). The International Society for Professional Innovation Management (ISPIM). LUT Scientific and Expertise Publications.
- Fischer, D., Joachim, V., Tranaes, S., & Jung, H. H. (2023). KI in der Vorausschau – Kritische Evaluation der Anwendung von generativer KI am Beispiel von ChatGPT in der Szenario-Technik. In R. Dumitrescu, & K. Hölzle (Eds.), *Vorausschau und Technologieplanung: 17. Symposium für Vorausschau und Technologieplanung* (pp. 227-252). Heinz Nixdorf Institut. <https://doi.org/10.17619/UNIPB/1-1821>
- Wolf, B., Seif, H., & Kraft, P. Wolf, B., Seif, H., & Kraft, P. (2023). Teaching Future Competences Through Entrepreneurship: An Entrepreneurship Educator's Reflection. *3E Conference Proceedings: Book of Abstracts* (p. 115). ECSB European Council for Small Business and Entrepreneurship.
- 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



4.5 ACADEMIC CONFERENCE PRESENTATIONS

- Albrecht, A. (2024, May 7). LEGO® SERIOUS PLAY® als innovative und experimentelle Lehrmethode: Kreative Potenziale entfalten und Problemlösungskompetenz fördern. Workshop presented at MBS Teaching day, Munich.
- Bartunek, J., Miller, J., Pellegrini, E., Stephenson, K., & Wagner, D. (2024, August 9). Maximizing the Impact of Professional Doctorates. Workshop at the 84th Annual Meeting of the Academy of Management in August 2024, Chicago, USA.
- Bidmon, C., Landrum, N. E., Chen, S., Balarezo, R., Russo, M. V., Louche, C., Van Buren, H. J., Sharma, G., & Bu, M. (2024). Editor Panel: Sustainability Research from Underrepresented Regions of the World. Academy of Management Annual Conference, Chicago, USA. <https://doi.org/10.5465/AMPROC.2024.13194symposium>
- Hauser, A. (2024, May 7). 'Mit Verlaub - mir deucht, wir sind in Nöten!' Ein mittelalterliches Rollenspiel zum Thema Konfliktlösung. Workshop presented at MBS Teaching Day, Munich.
- Hieke, S. (2024, July 4). How ChatGPT Became my Co-Lecturer. Paper presented at the 23rd European Conference on Research Methodology for Business and Management Studies. Porto, Portugal.
- Hofinger, J. (2023, September 19). Philosophical Approach and DBA Journey. Conference Critical Thinking in Business and Management, Sheffield-Hallam University, UK.
- Landrum, N., Simaens, A., & Salgueiro, M. (2024, June 26). Exploring the Social Dimension of Sustainability [Conference Presentation]. ESEE-Degrowth Conference, Pontevedra, Spain.
- Landrum, N. (2024, June 21). Toward a Theory and Practice of Strong Global Sustainability [Conference Presentation]. ESEE-Degrowth Conference, Pontevedra, Spain.
- Landrum, N., Simaens, A., & Salgueiro, M. (2024, May 30). Bridging Strong Sustainability Theory and Social Sustainability [Conference Presentation]. GRONEN Conference, Paris, France.
- 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, September 15). Dancing with the devil – Copingstrategien zum Umgang mit Exploitative Leadership. 13. Fachgruppentagung der Fachgruppe Arbeits-, Organisations- und Wirtschaftspsychologie, gemeinsam mit der Fachgruppe Ingenieurpsychologie der Deutschen Gesellschaft für Psychologie: "Proaktive Anpassung an eine sich verändernde Arbeitswelt", 12.-15. September 2023, 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, 12.-14. April 2023. NEOMA Business School, Reims, France.
- Heffeter, F., & Jung, H. H. (2023, December 13). AI in Strategic Foresight – Evaluation of ChatGPT, Bard, Perplexity [Conference Presentation]. IPSIM Connects, Salzburg.
- Jung, H.H. (2023, March 23). How to Make Money out of Data Space Use Cases. IDSA Symposium, The Hague, The Netherlands.
- Landrum, N., Farias, G., & Simaens, A. (2023, October 28). Social Sustainability and Human Development [Conference Presentation]. 17th Biennial Conference of the International Society for Ecological Economics, Santa Marta, Magdalena, Colombia.
- Landrum, N., Simaens, A., & Salgueiro, M. F. (2023, September 25-28). An Examination of Social Sustainability for Human Flourishing [Conference Presentation]. 10th Responsible Management Education Research Conference, Icste Business School, Lisbon, Portugal.
- 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).
- Singla, A., Gupta, N., & Seif, H. (2023, October 12-14). Blockchain-based Decentralised Identity Management (DID) for Edge Computing: Framework & Security Considerations [Conference presentation]. Creating & Managing Responsible Organisations – An Emerging Economy Perspective (ICCMRO '23), Management Development Institute Gurgaon, India.
- 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.
- Weilage, C., & Maráz, G. (2023, November 15). Perspectives Shaping the Future of Ukraine. Online conference with guests from Zurich, Toronto, Hamburg, Kyiv, Stockholm, Munich, Budapest, Kyiv, Paris.

4.6. WORKING PAPERS/REPORTS

- Kolbet, A., & Schmidkonz, Ch. (2024). *Conscious Leadership in the Generation Z – An Analysis of the Expectations of Generation Z Towards Their (Future) Leaders*. Munich Business School Working Paper Series (ISSN 2367-3839), 2024-01.
- 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
- Siedler, A.-M., Schmidkonz, Ch., Kraft, P. (2023). *Koordinierung von Effizienz-, Konsistenz- und Suffizienzmaßnahmen in der Lebensmittelindustrie für die Transformation zu einer Green Economy*. Munich Business School Working Paper Series (ISSN 2367-3869), 2023-03.

4.7. PRACTITIONER JOURNALS

- Seif, H., & Schneiderath, B. (2024). *Finanzierungsinstrumente in turbulenten Zeiten*. Controller Magazin, 2024(1), 86-89.
- Wagner, D., Kramer, K., & Rittmann, C. (2024). *Neue Wege gehen – Warum E-Sports und Gaming immer interessanter für Marken werden und wie erfolgreiche Aktivierungen gelingen: Eine Marketingagenda in neun Punkten*. Markenartikel, 5(2024), 100-103.
- Bartholomae, F., Nam, C. W., & Steinhoff, P. (2023). *Kann Deutschland E-Government?* VM Verwaltung & Management, 29(5), 235-239.
<https://doi.org/10.5771/0947-9856-2023-5-235>
- Hillert, A., & Albrecht, A. (2023). *Burnout, was ist das?* Der Allgemeinarzt, 2023(17), 36f.
- Hillert, A., & Albrecht, A. (2023). *Die berufliche Gratifikationskrise*. Der Allgemeinarzt, 2023(18).
- Hillert, A., & Albrecht, A. (2023). *Burnout: Historische Hintergründe*. Der Allgemeinarzt, 2023(16), 50f.
- Hofinger, J., Buchmüller, P., & Wang, D. (2023). *Die CSRD und die Nachhaltigkeitsberichterstattung der Banken*. Die Bank, 03/2023, 38-43.
- Hofinger, J., & Reich, S. (2023). *Wenn Klima- und Umweltrisiken auf die Bilanz und G&V einer Bank durchschlagen*. Die Bank, 2023(10), 58-65.
- Hofinger, J., & Röhm, Th. (2023). *ESG-Controlling: von Deckungsbeitrag 1, 2, 3 zu Scope 1, 2, 3?* CFOaktuell, 17(3).
- Hofinger, J., & Schulte, J. (2023). *ESG due diligence bei Unternehmensübernahmen*. BayernLB Fortschrittsmagazin, 2023-03.
https://www.bayernlb.de/internet/de/blb/resp/corporates_1/fortschritt_magazin/fortschritt_artikel/fortschritt_artikel_305861.jsp

4.8 PRACTITIONER BOOKS

- Frey, D., & Hauser, A. (2024). *Kurt Lewin*. In M.J. Eppler, O. Haas, H. Röhl, & B. Winkler (Eds.), *Vordenker der Organisationsentwicklung* (pp. 159-168). Schäffer-Poeschel Verlag.
- Kollinger, Ch., Cardiano, D. G., Röhm, T., & Eski, S. (2023). *Intrapreneurship - 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>

4.9 PRACTITIONER BOOK CHAPTER

- Albrecht, A. (2023). *Shared Leadership*. In I. Knappertsbusch, & G. Wisskirchen (Eds.), *Die Zukunft der Arbeit: New Work mit Flexibilität und Rechtssicherheit gestalten* (pp. 245-253). Springer Gabler. https://doi.org/10.1007/978-3-658-42232-5_29

4.10 PRACTITIONER MEETING PRESENTATIONS

- Chochoiek, N., & Lorenz, S. (2024, July 26). *Tech Alone is Not the Answer – Future Skills for the Shapers of Tomorrow*. Workshop. Tech Days, Munich.
- Faecks, W. I., & Schmidkonz, Ch. (2024). *Success Factor Happiness – über die Wissenschaft des Optimismus und die Kunst, unser eigenes Glück zu gestalten*. Innovation Day #FuturePositive, Serviceplan Group.
- Fischer, D., & Jung, H. H. (2023, September 15). *Kritische Anwendung von generativer KI am Beispiel von ChatGPT in der Szenario-Technik* [Conference Presentation]. 17. Konferenz für Vorausschau und Technologieplanung, Berlin.
- Hofinger, J., & Kotzur, A.-L. (2024, September). *... und jetzt auch noch die Biodiversität!* Presentation at the 4th D-A-CH ESG Risk Forum, Köln, Germany. Bank-Verlag.
- Rüdiger, M. (2024, April 9). *Certification Programme on Procurement Management for Goods and Physical Services – Topic: "Logistics and Supply Chain for Procurement of Goods"*, ITC ILO (UN International Training Centre – International Labour Organisation), Turin, Italy.
- Rüdiger, M. (2024, Feb 21). *BuildProc (Procurement Certification Programme – Community of Practice) – Topic: "Supply Chain and Logistics Management"*, ITC ILO (UN International Training Centre - International Labour Organisation), Turin, Italy.
- Schmidkonz, C. (2024, May 7). *Immersives Lernen*. Workshop presented at MBS Teaching Day, Munich.
- Bartholomae, F. (2023). *E-Government: Anforderung – Herausforderung – Lösung*. 13th Conference on Digitalization on the topic of „Digitalisierung und E-Government“, University of Applied Sciences for Applied Management, Ismaning, Germany.

4.11 DBA PROGRAM THESES

- Henke, K. F. (2023). *Value-focused negotiation versus integrative mindset: Reducing fixed-pie perceptions in integrative negotiations*. DBA Thesis, Sheffield Hallam University, UK.
- Holzberger, M. (2023). *Corporate Agility – A Framework to Compete in High-Velocity Markets*. DBA Thesis, Sheffield Hallam University, UK.
- Klemp, F. (2023). *The Impact of Organizational Culture on the Servant Leadership Approach in SMEs*. DBA Thesis, Sheffield Hallam University, UK. [Doctoral, Sheffield Hallam University].
- Klipan, H. (2023). *Leading with Love: An Exploration of Agapé in Leadership*. 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.
- Röhl, S. E. (2023). *Fear appeals and mortgage protection insurance – a quantitative study*. DBA Thesis, Sheffield Hallam University, UK.
- Sellmann, M. (2023). *Influencing Factors of Workplace Relationships on Neutralisation Techniques Applied by White-Collar Criminals*. DBA Thesis, Sheffield Hallam University, UK.
- Soesilowati, J. (2023). *The Meaning of Leadership in a Semiconductor Industry*. DBA Thesis, Sheffield Hallam University, UK.

4.12 TEXTBOOKS

- Bartholomae, F., & Wiens, M. (2024). *Game Theory and Applications: A Guide for Students and Researchers*. Springer Wiesbaden. <https://doi.org/10.1007/978-3-658-44608-6>
- Guerrero García, E., & Xicoté Tort, N. (2023). *Universo.ele intensivo*. Munich: Hueber Verlag.

4.13 INTERNET/BLOG CONTRIBUTION

- Bartholomae, F. (2023, December 19). Why Does Santa Not Bring Us Presents? MBS Business Blog. www.munich-business-school.de/insights/en/2023/why-does-santa-not-bring-us-presents

4.14 OTHER INTELLECTUAL CONTRIBUTIONS

- Chochoiek, N., & Stauder, D. (2023, October 16). Web3 – the Next Level of Digitalization. XChange@Lunch, Munich Business School.
- Chochoiek, N. (2023, November 29). Future Skills for the Shaper of Tomorrow. XChange@Lunch, Munich Business School.
- Hauser, A., & Holzapfel, M. (2024, April 16). Intro: ELDiCo Research Project: Exploitative Leadership in Digital Collaboration. XChange@Lunch. Munich Business School.
- Hofinger, J. (2023, December 15). Don't Just Talk the Talk but Walk the Walk – Determining Sustainable Economic Activities in the EU (A Case Study). XChange@Lunch, Munich Business School.
- Röhm, T., & Cardiano, D. (2023, October 6). Better Understanding Organizational Culture and Change: A New Approach Based on the Spiral Dynamics Model. XChange@Lunch, Munich Business School.
- Schmidkonz, Ch., & Cotter-Lockard, D. (2024, March 26). Business as unusual: Introducing the 'Conscious Business Education' Erasmus+ project lead by MBS. XChange@Lunch, Munich Business School.
- Schmidkonz, Ch. (2024, February 9). Mental Health First Aid (MHFA): Introducing a Global Approach to Well-being in Our Business School. XChange@Lunch, Munich Business School.



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