

## MANNHEIM

# AREA MANAGEMENT NEWS



*The professors of the Area (f.l.t.r.): Prof. Torsten Bieman, Prof. Matthias Brauer, Prof. Laura Marie Edinger-Schons, Prof. Karin Hoisl, Prof. Bernd Helmig, Prof. Michael Woywode*

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#### 2021 has been another challenging year.

The COVID-19 pandemic still has people's lives in a tight grip around the world. Compared to the previous year we profited from the fact that we were able to re-apply and even to improve our learning and routines in 2021.

Studying and working from home became the rule, not the exception. Online and hybrid teaching were performed more proficiently than in the year before. The technical infrastructure was more up-to-date and helped us to overcome most of the obstacles with which we were confronted in our daily academic life.

Of course, we also learned about the limits of handling such a crisis purely by applying digital tools. The students missed almost an entire year on campus including informal student gatherings, lunch breaks in the Mensa, university parties and hanging out with friends in Mannheim's bars and restaurants.

Concerning academia, important conferences were postponed, canceled or held online with varying success. Doctoral stu-

dents, advanced researchers and professors had a hard time developing and maintaining their contacts inside the scientific community.

But having said that, it was also amazing to see how resilient people actually are at the University of Mannheim. More or less all lectures were held and exams were written as planned. Students could finish their studies in time and move on with their careers. In regard to academics, numerous articles were published, dissertations and habilitations were finished, new research ideas developed and major projects started. Quite often crises and crisis management became subjects of novel research.

It is definitely true what Karin Hoisl wrote in last year's editorial: Those who have the courage to break new ground can unleash creativity and produce breakthrough innovations in times of crisis. This applies both to business and to academia.

As management researchers we are faced with a number of tough and urgent questions: How can companies help to save

our planet? How can we contribute to achieving successful corporate and sectoral transformations? How should we lead people in times of the Corona crisis and how can technology help us in this context? Are there alternative forms of governance for platform organizations which could help us to avoid potentially negative consequences for society? Which innovations will help us to create a better world and what role do large corporations as well as agile startups play in this process? Is entrepreneurship a viable path for migrants and refugees to integrate in our society? How can public sector organizations be transformed to help us master the challenges of tomorrow?

These are some of the questions which have been raised and at least partly answered by the ongoing research evolving in our Area Management. I hope you enjoy reading our newsletter. Keep fingers crossed that 2022 will be a better year for all of us.

*Prof. Michael Woywode  
Speaker of the Area Management*

## NEWS

### Mannheim Research Group in Culture, Innovation & Entrepreneurship (MARCIE) established



Cultural professionals and practitioners often explore new things in their art. In this respect they resemble entrepreneurs, which is why they can also be considered born entrepreneurs.

However, cultural professionals usually do not perceive themselves as entrepreneurs. Developing a business model and talking about management and money is even often regarded as incompatible with the self-image of cultural professionals. This leads to that, on the one hand, many

cultural professionals cannot make a sufficient living from their art, and on the other hand, creativity is used sub-optimally for society.

Against this background, the Chair of SME Research and Entrepreneurship (Prof. Michael Woywode) and the Carl Theodor Chair at the Historical Department (Prof. Hiram Kümper) together with the Centre for Teacher Education and Educational Innovation (ZLBI) and the Department of Higher Education Didactics and eLearning

(HDZ) of the University of Mannheim established the Mannheim Research Group in Culture, Innovation & Entrepreneurship (MARCIE). With this group, interdisciplinary competences are brought together to do research at the intersection of entrepreneurship and culture and to develop high-quality research-based education programs.

More information here: <https://www.uni-mannheim.de/cultural-innopenreursip/>

### The Interdisciplinary Research Group “Family Firms” of the University of Mannheim Joins the European Family Business Center Network

The EuFBC seminar series is a joint initiative of a group of some of the largest Family Business Centres in Europe, from nine different countries. The goal is to offer a common platform for scholars across the continent to present and debate state-of-art academic research on family business, business families, and family entrepreneurship.

The interdisciplinary research group “Family Firms” of the University of Mannheim is dedicated to independent family firm research since over 30 years. We are internationally visible experts from the areas Organization, Sociology, Psychology, Information Systems and Entrepreneurship. It bring in its expertise in international academic research, in research projects on

EU-, country, or state level, as well as in academic teaching and knowledge transfer events for family entrepreneurs and practitioners.

More information here: <http://www.institut-fuer-mittelstandsforschung.de/familienunternehmen>

### “With Our Start-up, We Want to Revolutionize the Treatment of Heart Failure”

Technological innovations and their management are Ass. Prof. Dr. Marc Lerchenmüller's fields of expertise in his academic research. But Marc Lerchenmüller is also involved in practice as a founding member of the biotechnological start-up, AaviGen.

Together with co-founders from the University of Heidelberg, he is working on the

development of curative gene therapies for the treatment of heart failure, the leading cause of death in the Western world. So far, there is no real curative therapy.

Read in the interview how AaviGen has received funding, the plans for the next five years and how students can benefit from the practical involvement of their profes-

sors in start-ups. To read the full article, please click on the following link:

<https://www.bwl.uni-mannheim.de/news/mit-unserem-start-up-wollen-wir-die-behandlung-von-herzinsuffizienz-revolutionieren/>

### University of Mannheim among Top Startup-friendly German Universities

As in previous years, the University of Mannheim was able to achieve one of the top positions in the German Startup Monitor 2021 ranking, which is published annually by the auditing firm PWC.

The recently published German Startup Monitor 2021 shows a spirit of optimism in the national startup scene. After a pandemic year in 2020, startup activity and investment activity are on the rise again.

The survey on which the ranking is based focuses primarily on innovative and growth-oriented startups. For further information, see [www.mcei.de](http://www.mcei.de)

## Celebrating the 100th Anniversary of the VHB

To celebrate the 100th anniversary of the German Academic Association of Business Research (VHB), Professor Brauer, Chair for Strategic and International Management, was invited to make a contribution to the association's anniversary calendar. Under the heading "100 highlights of business research", the invited authors were asked to reflect upon ideas, concepts or

theories which have had a marked influence on the profession. In his contribution, which takes the form of a poem and is thus only available in German (see below), Professor Brauer portrays the business portfolio matrix which is one of the most widely used management tools for corporate strategy formulation and implementation. In his poem, Professor Brauer

depicts the matrix's areas of application, contrasts (with some irony) the different perspectives by managers and activist investors on business portfolios and highlights aspects which are critical when it comes to the actual application of the matrix in order to make it a useful tool for strategy development and implementation.

*Was bewahrt vor der ganz großen Unternehmenskrise?  
Natürlich – die systematisch angewandte Portfolioanalyse.  
So proklamieren es zumindest die Strategieberater,  
verehrt wird Bruce Henderson von diesen als Übervater.*

*Aktive Investoren zeigen hingegen mit der Portfolioanalyse:  
Es ist höchste Zeit für die Unternehmensdialyse.  
Eineindeutig zeigt die Matrix:  
„Das mit dem Konglomerat – das war nix.“*

*Der CEO versucht daraufhin so manche Tricks.  
Die harte Realität zeigt jedoch noch immer die Matrix:  
„Der schwerfällige Tanker,  
der muss werden agiler und schlanker!“*

*SGEs\* freuen sich über Labels wie Cash Cows oder Stars,  
für die armen Hunde allerdings heißt's: Das war's!  
In Fragezeichen wird selektiv investiert,  
die Marktposition von Cash Cows konsolidiert.*

*Normstrategien greifen jedoch oft zu kurz,  
denn der Realität ist die Matrix schnurz.  
Es gilt zu erkennen: Die Matrix unterstützt den Unternehmenslenker,  
befreit ihn jedoch nicht von der Pflicht als kreativen Denker.*

*Es gilt Trends in Märkten vor anderen zu erkennen  
statt blind der Herde hinterherzurrennen.  
Es gilt mögliche Zukünfte zu simulieren,  
kreative Wege zu finden, um arme Hunde zu reanimieren.  
Es gilt eine langfristige Portfoliologik zu definieren  
statt Quartalszahlen zu optimieren.*

*Die Portfoliomatrix bleibt somit ein Werkzeug wie jedes andere auch:*

*Mächtig in den Händen des reflektierten Anwenders,  
nutzlos in den Händen des opportunistischen Blenders.*

\*Strategische Geschäftseinheiten





## ADVISORY BOARDS POSITIONS

### New Vice President Role for Prof. Dr. Edinger-Schons

In May 2021 the members of the Senate elected new vice presidents. The term of office of the prorectors lasts three years and began on October 1, 2021. This year, the prorectorate was increased to four prorectors who will jointly advance the strategic development of the university.

With the new Vice President role for Prof. Edinger-Schons, the topic “sustainability” was explicitly anchored within the prorectorate. Furthermore, Prof. Edinger-Schons will be responsible for the area “Information Provision”.

Source: <https://www.uni-mannheim.de/news/senat-der-universitaet-mannheim-hat-neue-prorektorinnen-und-rektoren-gewaehlt-nachhaltigkeit-zu-kuenftig-staerker-im-rektorat-verankert/>

### Prof. Dr. Bernd Helmig Elected Vice President of DHV

Prof. Dr. Bernd Helmig was elected to the office of Vice President for a further two years at the delegates' meeting of the German Association of University Professors and Lecturers on March 23, 2021.

The German Association of University Professors and Lecturers (Deutscher Hochschulverband DHV) represents more than 30,000 members and advocates impartial academia in a liberal constitutional state. Its fundamental principles are

freedom and the indivisibility of research and academic teaching.

The DHV is a co-shaper of higher education and educational politics in Germany. It represents the political, legal and business interests of university teachers in opposition to state and society. It is particularly concerned with up-and-coming academics. The work of the DHV serves both the university teaching profession as a whole and the interests of each individual

member. The DHV follows up legal and administrative measures with statements and proposals. The DHV is a comprehensive service and information institution for German university teachers and up-and-coming academics.

Source: <https://www.hochschulverband.de/aktuelles-termine/kempen-als-praesident-des-dhv-wiedergewaehlt-1>

### Prof. Dr. Karin Hoisl Appointed Associate Editor of Management Science and Advisory Board Member of Organization Design Community

Prof. Dr. Karin Hoisl has recently been appointed associate editor of Management Science, Business Strategy Department.

She took up the position in October 2021. Moreover, she has been also appointed member of the Advisory Board of the Or

ganization Design Community (ODC) that will work with ODC's Board of Directors.

### Ass. Prof. Dr. Marc Lerchenmüller new Board Member of “Scientific Elites”

Ass. Prof. Dr. Marc Lerchenmüller has recently joined the international advisory board for the research project “Scientific Elites”, led by Dr. Jens Peter Andersen (Danish Centre for Studies in Research and Research Policy, Aarhus University) and

Prof. Dr. Mathias Wullum Nielsen (University of Copenhagen). The project, funded by the Independent Research Fund Denmark (DFF), examines processes of social stratification in science. In particular, researchers will collaborate to study concen-

tration patterns and characteristics of scientific elites, focusing on how elites are created, maintain power, and reproduce over time.

### Ass. Prof. Dr. Jan-Philipp Ahrens in New Roles

Ass. Prof. Dr. Jan-Philipp Ahrens has been appointed Editorial Review Board Member of the Journal of Entrepreneurship and Editorial Board Member of the Journal Family Business Strategy. Moreover, Jan-Philipp Ahrens has been elected Chair of

the Family Business Division (SIG FABR) at the European Academy of Management (EURAM) as well as Vice-President of the Special Interest Group Gamification (SIG GAME) of the Association for Information Systems (AIS). In 2021 he also served as

Special Issue Editor in 2021 for the Journal of Family Business Strategy – Best Paper SI and for the German Journal of Economic Geography – Family Firms and Hidden Champions SI.

## KEYNOTE TALKS

### Webinar by the Global Compact Network Germany on the Value Balancing Alliance

Prof. Edinger-Schons

11 March 2021

Prof. Edinger-Schons organized a webinar together with the Global Compact Network Germany on the Value Balancing Alliance as part of their #WEITERGEDACHT series. Together with professionals from private and public sectors, Prof. Edinger-Schons discussed the benefits and challenges of the inclusion of non-financial performance criteria in company evaluations. For more information please visit: <https://www.value-balancing.com/en/meet-us/events/weitergedacht-unternehmensperformance-neu-bewerten-die-value-balancing-alliance-im-fokus.html> [German]

### Workshop on corporate activism at MannheimForum

Moritz Appels and Prof. Edinger-Schons

12-13 March 2021

In March, Prof. Edinger-Schons and Moritz Appels organized a workshop on corporate activism together with Volker von Witzleben from Ben & Jerry's during the annual MannheimForum congress at the University of Mannheim. They provided insights into the motives and consequences of organizational activism and addressed questions like under which conditions companies should position themselves concerning current political issues. More information on the workshop can be found under: [www.mannheim-forum.org](http://www.mannheim-forum.org)

### Panel discussion at the #RoadtoMannheim event as part of the European Social Economy Summit

Prof. Edinger-Schons

25 March 2021

As part of the European Social Economy Summit, Prof. Edinger-Schons participated in a panel discussion on the topic of sustainable consumption and circular economy. During the panel she talked about how sustainable consumption can maximize businesses' potential to transform environmental challenges into economic opportunities. For more information on the panel discussion, please follow this link: <https://lnkd.in/eZNNsxX>

### Keynote and panel discussion at the „Mittelstandspreis für soziale Verantwortung“

Prof. Edinger-Schons

15 April 2021

Prof. Edinger-Schons gave a keynote and participated in a subsequent discussion at the digital SME Award for Social Responsibility in April 2021. In her keynote talk, she gave insights into the topic of purpose in enterprises and how the idea of purpose can also be helpful for small and medium-sized companies in transition. In the following panel discussion, she addressed the question of how theory can be put into practice. More information about the keynote talk and panel discussion can be found here: <https://lnkd.in/dNng6vN>

### Keynote "Gender and Diversity Day"

Ass. Prof. Lerchenmüller

19 May 2021

Ass. Prof. Dr. Marc Lerchenmüller was a keynote speaker at the Gender and Diversity Day at Leibniz University. He discussed how much unconscious behavioural patterns influence academic careers based on his current research on the "Gender Citation Gap". More information about the keynote talk can be found here: <https://www.naturwissenschaften.uni-hannover.de/en/granat/training-courses/gender-and-diversity-day/>

### Panel discussion as part of the "Nachhaltigkeitswochen" (sustainability weeks)

Prof. Edinger-Schons

10-21 May 2021

The climate crisis is omnipresent. As a panelist, Prof. Edinger-Schons discussed implications for companies who are facing an increasing pressure to change in light of altered natural and regulatory environments. The panel discussion took place in May 2021 as part of the "Nachhaltigkeitswochen" (Sustainability Weeks). Together with four other panelists from the private and public sector, Prof. Edinger-Schons discussed about the responsibilities of corporations in combatting climate change. For a recording of the panel discussion, please visit: <https://www.youtube.com/watch?v=wF7Dua0mHaM>

### Keynote talk at the European Social Economy Summit

Prof. Edinger-Schons

26-27 May 2021

Prof. Edinger-Schons gave a keynote talk at the European Social Economy Summit, a digital conference that took place from May 26 to 27, and that was organized jointly by the European Commission and the City of Mannheim. The event focused on digitalization of the Social Economy, social innovation, and cross-country and cross-sectoral collaboration. For more information about the keynote please visit: <https://lnkd.in/dD2hKx>

**Keynote talks at the SAP Sustainability Retail Forum**

Prof. Edinger-Schons and Manuel Reppmann  
2-5 August 2021

Prof. Edinger-Schons and Manuel Reppmann gave a keynote talk together with their co-author Stephan Harms from Ernsting's family at the SAP Sustainability Retail Forum sharing insights into a current research project. At this event, practitioners and researchers showcased their ideas on how to jointly build a sustainable future for the retail industry. Each day hosted another session on topics related to sustainability, such as circular economy, waste management, sustainable brands, and emission reduction. For more information, please visit: <https://lnkd.in/eJWBCvW>

**Panel discussion at the SMS Competitive Strategy Interest Group Business Meeting**

Prof. Hoisl  
14 September 2021

Prof. Dr. Karin Hoisl was a panelist at the SMS Competitive Strategy Interest Group Business Meeting, where she discussed the future of competitive strategy research together with Prof. Brian Silverman and the Advisory Boards.

**Panel discussion at "11. Mannheimer Wirtschaftsforum" (11th Mannheimer Business Forum)**

Svenja Tobies  
25 November 2021

Together with three other panelists from the public and private sector, PhD student Svenja Tobies discussed how businesses can realize the sustainability transformation. She argued that all players, be they companies, public or research institutions, must contribute to sustainable development and that this can best be achieved through collaboration and cooperation between actors.

## THE AREA MANAGEMENT IN THE NEWS

February 2021: Guest article on digital responsibility and legitimacy of social media companies for Initiative D21

### Blocking Trump's Twitter Account - How Much Corporate Digital Responsibility (CDR) Is Behind It?

Following the riots at Capitol Hill on January 6th 2021, social media platforms like Twitter reacted by blocking Donald Trump's accounts as well as those of many of his supporters. Using the example of Trump's Twitter account being blocked by the platform, PhD candidate Moritz Appels and Prof. Edinger-Schons from the Chair of Sustainable Business at the University of Mannheim reflect on a case of digital

responsibility. In their guest article, they explain deplatforming from a scientific perspective. The driving forces behind active engagement or intervention in social discourse take a central role. The authors frame what is happening against the background of the stakeholder perspective, agency theory and corporate expectations. In this way, Moritz Appels and Laura Marie Edinger-Schons provide a frame-

work for the multidimensionality that can lie behind (supposedly) CDR-related activities. The article was written for the Initiative D21, which is Germany's biggest non-profit network for digital responsibility. The full article can be found here: <https://corporate-digital-responsibility.de/article/gastbeitrag-appels-edinger-schons/>

June 2021

### Prof. Edinger-Schons Comments on New Supply Chain Law

On June 11, the German Bundestag passed the draft of the new Supply Chain Act, which aims to protect human rights along supply chains. In this context, Prof. Laura Marie Edinger-Schons gave an interview to the Deutsche Presse-Agentur (DPA) on her assessment of the law, which was published in the Frankfurter Allgemeine Zeitung, Die Zeit and the Süddeutsche, among others.

In a press release to the DPA, Prof. Edinger-Schons points to the contribution of the new supply chain law to respecting

human rights: The law in Germany is still less strict than in other countries, such as France, but the regulation passed by the German Bundestag at least moves from voluntary self-regulation by companies to a legal obligation. "It's a first step - and an important one," according to Prof. Edinger-Schons.

She points out the problem that many of the worst human rights violations take place at the beginning of the supply chain, especially with regards to child labor. She argues that companies would only have to

take action against human rights violations at the beginning of the supply chains if they have substantiated knowledge about them. Contrary to the opinion of the employers' association BDA for instance, who complained that the law was "over-regulated and superfluous", Prof. Edinger-Schons discusses that with a sharper focus on human rights, climate protection, and sustainability, the "Made in Germany" label could once again have a more positive effect. **The full article is available online:** <https://lnkd.in/duHtyvP>

Guest article on purpose and corporate values for 100TopArbeitsgeber's online editorial

## Purpose - Setting Goals Beyond Profits?

Purpose or the value orientation of companies in areas such as sustainability, social commitment or corporate activism is currently a much-discussed topic in the corporate context and also in science. In her guest article "Purpose - setting goals beyond profits" for the online editorial of 100TopArbeitgeber, Prof. Edinger-Schons provides insights into the topic of corporate purpose. In her article, she provides an overview of the topic of purpose and

touches upon its importance for and within companies. Purpose is particularly important not only with regard to the global challenges of climate change, but also for the "war for talent" and the recruiting of young professionals, for whom meaningful activities and value orientation play an increasingly important role. Prof. Edinger-Schons also addresses the question of how companies can best satisfy the needs of their employees for a

strong sustainability profile and provides recommendations for action. She argues that sustainability can not only be a new challenge, but just as much a new opportunity for companies to differentiate themselves from the competition through intelligent strategies and to increase their attractiveness as employers.

The full article is available online:

<https://lnkd.in/dg4VF3D>

February 2021

## Podcast and Article on Innovative Teaching Formats for Sustainability Education in Business Schools

Global Focus, the EFMD Business Magazine, has published an article on innovative teaching formats for sustainability education in business schools by Prof. Carmela Aprea of the Chair of Economic and Business Education and Prof. Laura Marie

Edinger-Schons of the Chair of Sustainable Business. In their article, the authors discuss their recent teaching format "Sustainability Games" and how to foster students' ability and willingness to be sustainability change makers, involving elements of

games, while actively engaging students to co-create their own content. The article is available here – also in podcast format:

<https://www.globalfocusmagazine.com/sustainability-games/>

June 2021

## Podcast on Corporate Activism

Prof. Laura Marie Edinger-Schons and Moritz Appels were recently guests on the podcast "Values and Reality" of the Wittenberg Center for Global Ethics. Together

with Prof. Philipp Schreck, holder of the Friede Springer Endowed Chair of Business Ethics and Controlling at the University of Halle, they talked about the emergence

and consequences of entrepreneurial activism on topics such as immigration and gun regulation.

Listen: <https://lnkd.in/dYrQ2jU>

September 2021

## Sustainable Business Podcast

The Sustainable Business Podcast by Prof. Edinger-Schons was launched September 7, 2021. In her podcast, Prof. Edinger-Schons interviews experts on various topics related to the sustainability transfor-

mation. The podcast addresses sustainability professionals, but also students and anyone interested in sustainability management. Podcast guests are sustainability managers, social entrepreneurs, and intra-

preneurs, politicians and other change-makers who co-create the management and measurement of sustainability.

Listen: <https://anchor.fm/edinger-schons>

## EVENTS

April 2020

### People Analytics @ Mannheim

The People Analytics network is an informal network of representatives of small to large companies and from research, who discuss data-driven approaches in various human resource management processes. It is coordinated by Prof. Torsten Biemann, Madleen Meier-Barthold (University of Mannheim) and Prof. Sabine Staritz (DHBW Mosbach). It currently counts more than 80 members from more than 30 companies, with numbers growing.

In April 2020, the People Analytics network replaced its biannual face-to-face meetings with virtual meetings. Not knowing how well the virtual format would be

received, we were excited to see that participation was great. Since the first virtual meeting, the network has met for nine further meetings. We discussed practice-oriented topics like pulse surveys at SAP, recruiting tools at Deutsche Bahn, self-service analytics at Bosch, deep learning for skill management at Zurich Insurance, and many more.

We also discussed the method of A/B testing with Torsten Biemann and legal aspects of people analytics with Benjamin Blum (formerly Chair of Civil Law, German and European Business and Labour Law). The network lives on members' partici-

pation. A recent survey among the members revealed more interesting, current topics that we are excited to discuss in future virtual meetings. Besides the virtual meetings, network members discuss topics in a LinkedIn Group or organize discussion rounds on specific topics with people who are interested in similar issues.

Because of the great success of these virtual meetings, we are encouraged to expand to new formats and hope to add in-person meetings back to the agenda. We are exploring the possibilities for the next year.

27 May 2021

### European Social Economy Summit 2021: The Potential of Cooperative Models for the Platform Economy

How can appropriate legal frameworks and cooperative platforms ensure a better distribution of economic gains and secure social rights in the platform economy? Together with Smart Belgium, Pour la Solidarité and the Utrecht University, the Institute for SME Research and Entrepreneurship (ifm) organized a session during the European Social Economy Summit (EUSES) on May 27. The online workshop addressed both challenges that major digital platforms bring upon communities across Europe and provided possible solutions, both at institutional and organizational level, that can counteract these.

Digital platforms such as Airbnb, Uber or Deliveroo disrupt consumption, production and the way of work. Existing platform organizations have been criticized for increasing social inequality, fostering discrimination, and threatening employment and work conditions. During the workshop, Prof. Dr. Dominika Wruk - Assistant

Professor for Sustainable Entrepreneurship at the Business School of the University of Mannheim - and other European experts on the Social Economy addressed the question whether cooperative platforms can ensure a better distribution of economic gains, secure social rights of platform workers and guarantee equal access for all.

Together they elaborated on the growth potential of such platforms and derived strategies for competing with dominant platforms. What support is needed from

the institutional environment to foster innovative alternatives and social innovation in the platform economy, was also discussed during the workshop.

EUSES was a jointly organized digital conference by the European Commission and the City of Mannheim. Bringing together all stakeholders active in the social economy, the conference aimed at strengthening the social economy in Europe and harness its contribution to economic development, social inclusion as well as green and digital transitions.





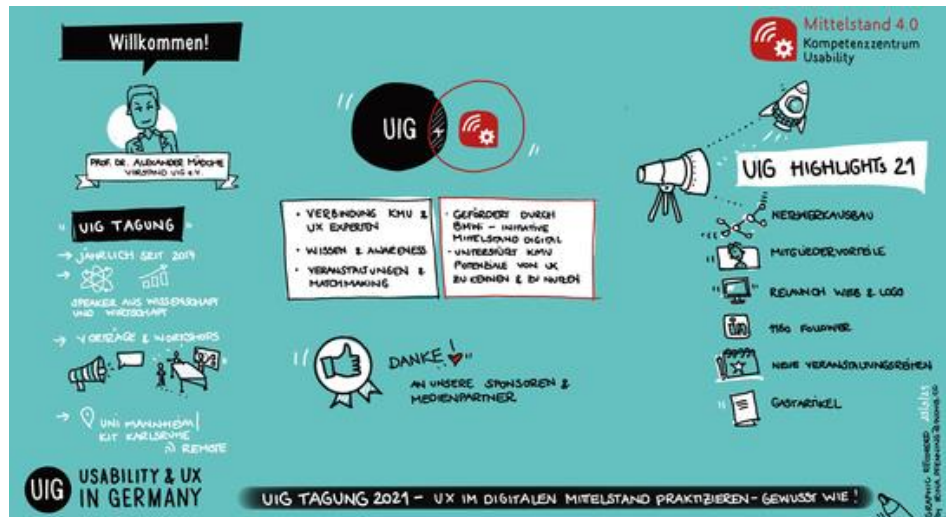
23 September 2021

## Digital UIG Conference 2021 “Practicing UX in digitizing SMEs (Mittelstand) - knowing how!” Brings Together around 250 Experts from Business

The eighth Usability in Germany (UIG)-conference took place on September 23, 2021 - for the second time in digital format. This year the motto of the conference was “Practicing User Experience (UX) in digitizing SMEs – knowing how!” A total of 35 experts contributed to the extensive program, which was well received by the 250 participants. During the day, insights into current UX problems, UX methods and new UX trends were offered in keynote speeches, scientific lectures, practical reports and workshops. A central finding was always: UX is becoming more and more relevant, but while large multinational companies have already recognized this fact and act accordingly, medium-

sized companies are often lagging behind. Therefore, the competence center digitalization which is financed by the Federal

Ministry of Economics within the institute for SME research (ifm Mannheim) still has a lot of work to do in the future.



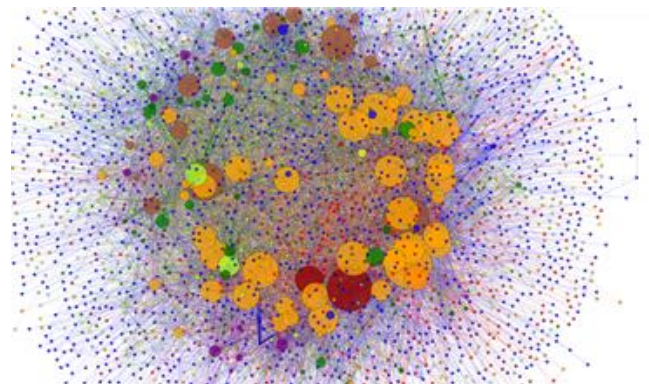
6 December 2021

## The Q-KNOW Network Symposium Organized Jointly by the Chair for Digital Social Sciences Prof. Dr. Achim Oberg University of Hamburg and ifm Mannheim

In the German science and research system, organizations of various forms are in intensive exchange: universities cooperate with non-university research institutes in basic research, university clinics work together with hospitals in drug development and technical universities develop products with companies. From a network perspective, these collaborations can be viewed both at the level of the overall German network of science and from the perspective of individual organizations.

On December 6th, more than 40 national and international researchers on social networks, scientific organizations and theory of science presented and discussed their recent research results.

The symposium was held as part of the BMBF-financed Q-Know project which was prolonged recently.



Juni – Juli 2021

## UEFA EURO 2020 Betting Game

Maintaining a time-honored tradition, the Chair of Strategic and International Management again invited interested colleagues from different areas of the business faculty to participate in a betting game on the postponed European Football Championship (UEFA EURO 2020). In a

fierce competition, colleagues from seven chairs tried their best to forecast the final result of every game of the championship, using a sophisticated mix of big data betting odds analysis, gut-feel and pseudo-expertise.

In the end, Alexander Brodsky (Chair of Economic & Business Education, Professional Teaching and Learning) proved to have the greatest foresight and took home the much-wooded trophy.

Congratulations, Alex!

## INSIGHT INTO RECENT RESEARCH PUBLICATIONS

### Embedded in Context: How Time and Distance Affect the Convergence of Personnel Selection Practices

The paper “Embedded in context: How time and distance affect the convergence of personnel selection practices” by Prof. Torsten Biemann (University of Mannheim), Prof. Wolfgang Mayrhofer (WU Vienna), and Dr. Irmela Koch-Bayram (University of Mannheim) was published in *Human Resource Management Journal*.

The debate on convergence versus divergence or stasis in human resource management (HRM) practices over time is still ongoing. The authors look at configurations of organisations' personnel selection practices and empirically analyse the role of geographic, cultural and regulatory institutional distance between countries for emerging similarity or dissimilarity in these practices. They also

examine whether convergence occurred between 1995 and 2015.

Based on the Cranet data of 25,869 organisations from 42 countries and statistical tests using energy distance, the authors find a pattern over time, moving from stasis to divergence. In addition, personnel selection configurations relate to cultural and regulatory institutional differences in the sense that smaller distances lead to higher similarity. This is not the case, however, for geographic distance. The study adds to the debate on HRM convergence and offers a new method of analysis for other areas of HRM research where configurations instead of single HRM practices play a role.

Biemann, T., Mayrhofer, W., & Koch-Bayram, I. (2021). Embedded in context: How time and distance affect the convergence of personnel selection practices. *Human Resource Management Journal*, 1–22. <https://doi.org/10.1111/1748-8583.12339>



### When Sergeants Can Outrank Generals

The paper “When sergeants can outrank generals: Person-organization fit and the performance of franchisees as agents of their franchisor” by Prof. Thorsten Semrau (Trier University) and Prof. Torsten Biemann (University of Mannheim) was accepted for publication in *Journal of Business Venturing*.



The authors introduce a person-organization fit perspective to explain how franchise organization characteristics shape the link between franchisees' individual attributes and their performance as agents of their franchisor.

That is, a franchisor may recruit either “sergeants”—individuals with a limited track record who are comfortable following directions—or “generals”—individuals with rich prior experience who are willing and accustomed to making important decisions independently.

The fit perspective introduced in the study suggests that, from the franchisor's point of view, generals are a better fit than sergeants for franchisee systems that allow and require franchisees to make important decisions, whereas sergeants may perform better than generals in

franchise organizations that provide less decision autonomy to their franchisees.

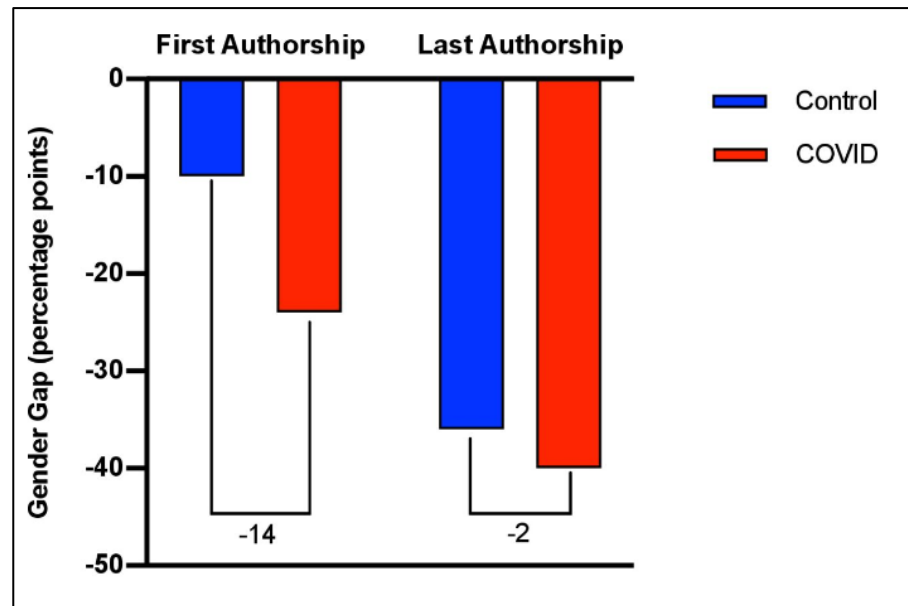
Showcasing this idea, they develop arguments to suggest why the links between franchisees' agent performance and their prior industry and educational experiences are contingent upon the franchise organization's entrepreneurial orientation, centralization, and formalization. The results from multilevel analyses using the data of 276 franchisees from 47 franchise organizations largely support these ideas.

Semrau, T. & Biemann, T. (2021). When sergeants can outrank generals: Person-organization fit and the performance of franchisees as agents of their franchisor. *Journal of Business Venturing*, 37(2), 106177, <https://doi.org/10.1016/j.jbusvent.2021.106177>

## Gender Differences in First Authorship Publications Related to COVID-19

In the longitudinal study, Dr. Carolin Lerchenmüller, Leo Schmallenbach, Assoc. Prof. Dr. Anupam B. Jena and Ass. Prof. Dr. Marc Lerchenmüller examine whether the global COVID-19 pandemic had an effect on the gender gap in first authorships in the life sciences. By comparing the share of women first authors on publications in selected journals and research areas since the start of the pandemic to publications in the same time frame one year earlier, they found that female first authors have been under-represented in COVID-related research. The increase in the gender gap on COVID-related publications was particularly severe at the beginning of the pandemic and in fields that had a relatively equal share of women and men first authors before COVID-19. The study highlights how the pandemic magnifies deep-rooted obstacles on the way to gender equity in scientific contribution.

Lerchenmüller, C., Schmallenbach, L., Jena, A.B., & Lerchenmüller, M. (2021) Longitudinal analyses of gender differences in first authorship publications related to COVID-19, *BMJ Open*, Vol. 11 (4) <https://bmjopen.bmj.com/content/11/4/e045176>



## A Replication of “Representative Bureaucracy and the Willingness to Coproduce.”

Martin Sievert recently published a replication study on “Representative bureaucracy and the willingness to coproduce” in *Public Administration*. The article addresses a core assumption from the public administration literature, namely that symbolic representation positively affects citizen-state interactions. Several studies express this claim. Still, recent experimental studies on symbolic gender representation provide contradictory findings.

In particular, the study reexamines the positive impact of symbolic gender representation identified by Riccucci et al. (2016, *Public Administration Review*, 76(1), pp. 121–130). The experiment is set in criminal justice policy, a policy field featuring core public services such as prisoner

rehabilitation. The results do not confirm a positive effect of symbolic gender representation on willingness to co-produce. Instead, several arguments point to citizens' perceptions of uncertainty related to the co-production context and procedures as a boundary condition for the effects of symbolic gender representation. Thereby, the paper provides new insights into an ongoing debate central to the public administration literature.

The study was preregistered, and materials, data, and code are publicly available at the Open Science Framework (<https://osf.io/xyjbd/>). Thus, in addition to Open Access, the paper received all Open Science badges.



Sievert, M. (2021). A replication of “representative bureaucracy and the willingness to coproduce.” *Public Administration*. 99(3), 616–632, <https://doi.org/10.1111/padm.12743>



## Corporate Social Responsibility in Luxury Contexts: Potential Pitfalls and How to Overcome Them

Together with co-authors Dr. Jenni Sipilä (picture on the right), Prof. Sascha Alavi, Dr. Sabrina Dörfer, Prof. Christian Schmitz, and Prof. Laura Marie Edinger-Schons published a paper in the *Journal of the Academy of Marketing Science*. In the paper, the authors take a closer look at potential backfire effects of firms' Corporate Social Responsibility (CSR) engagements with a specific focus on luxury companies. Over the last years, many such companies have decided to hop on the bandwagon and engage in some philanthropic CSR activities.

In five studies, including secondary data on real company performance and a field-

experiment, the authors reveal that such activities may actually harm companies' bottom line because customers attribute them to extrinsic motives. However, the results also show that firms can prevent such a backlash by engaging in company-internal, business process CSR, e.g., improving working conditions for employees, and embedding their CSR activities in a broader sustainability framing of their whole brand, e.g., through formulating and pursuing a higher purpose.

Sipilä, J., Alavi, S., Edinger-Schons, L. M., Dörfer, S., & Schmitz, C. (2021). Corporate social responsibility in luxury contexts:

potential pitfalls and how to overcome them. *Journal of the Academy of Marketing Science*, 49(2), 280-303. <https://doi.org/10.1007/s11747-020-00755-x>



## The Second Attempt by Failed Entrepreneurs

Many new businesses fail. In general, this is not much cause for concern because the applied resources can be used elsewhere in a more productive way if businesses do not stand the market test. Furthermore, there is evidence that failed firms provide a source of knowledge surviving firms can use and that the selection mechanism of the market leads to that surviving firms are better adapted to their environment.

By contrast, what might be a matter of concern is what happens to the entrepreneurs who run businesses that fail. Failed entrepreneurs are experienced entrepreneurs and experience provides a source of learning. It is even often argued that failure is a particularly rich source of learning. This suggests that failed entrepreneurs have built up activity-specific human capital that would be wasted if they withdrew from entrepreneurship. Based on this line of reasoning, many countries have established so-called 'second chance' policies to help failed entrepreneurs start new businesses.

In the paper "A Second Chance for Failed Entrepreneurs: A Good Idea?" published

in *Small Business Economics* Dr. Bettina Müller from the Institute for SME Research (ifm) and Dr. Sandra Gottschalk from the ZEW Leibniz Centre for European Economic Research analyse how previously failed entrepreneurs fare with their current venture in terms of survival compared with novices.

The initial hypothesis of this research is that entrepreneurs who have failed once will do better the second time than those who try for the first time. However, the authors find that entrepreneurs whose previous business has failed keep new businesses running for less time than novices do. This result remains even after a series of robustness checks for different subgroups of entrepreneurs. Thus, the authors cannot find evidence for the assumption that previous entrepreneurial failure is particularly valuable for entrepreneurs.

To explain the result, the authors point to the selection process that takes place before failed entrepreneurs appear another time in business. Some of the failed entrepreneurs decide to start again, while

others do not, and it is likely that this process is not random. A potential driver of this process is entrepreneurial talent and the results are consistent with the hypothesis that failed entrepreneurs are those with below-average entrepreneurial talent. Although this does not imply that all entrepreneurs who failed have poor talent, a general second-chance policy cannot be easily justified.

Gottschalk, S. & Müller, B. (2022). A Second Chance for Failed Entrepreneurs: A Good Idea?, *Small Business Economics*. <https://doi.org/10.1007/s11187-021-00584-4>.





## CURRENT RESEARCH PROJECTS

### How Financial Analysts Influence Investor Reactions to Acquisitions

Mergers and acquisitions (M&A) are events of high uncertainty and ambiguity. When assessing M&A transactions, acquirer shareholders face information asymmetries both in respect of the actual motives of why executives pursue a focal transaction, as well as in respect of the actual quality of the target firm. In a current research project, Constantin Wespatat and Prof. Matthias Brauer explore how investors cope with these two kinds of information asymmetries.

Adopting an information economics perspective, the authors argue that in the face of information asymmetries investors search for external certification. More specifically, they rely on the opinions of financial analysts, which are highly trained securities specialists and serve as important information intermediaries in financial markets.

To capture analysts' opinions about M&A deals, the authors apply linguistic analyses to assess the positivity of analyst tone in

M&A conference calls. Drawing on a sample of more than 1,500 M&A conference calls, results indicate that a more positive analyst tone is associated with more favorable investor reactions, measured by acquirer announcement returns. This suggests that investors use the positivity of financial analysts' tone as guidance when evaluating M&A transactions in the face of substantial information asymmetries.

Furthermore, the authors find that the positive relationship between analyst tone and announcement returns is more pronounced if acquirer and target operate in different industries. In such unrelated acquisitions, the underlying deal motives are generally considered to be especially difficult to comprehend. Hence, the opinion of financial analysts appears to be even more important in this type of transaction.

Collectively, the study contributes to the large body of literature on investor reactions to acquisition announcements. But while previous research has examined

how acquirer, target, and/or deal characteristics influence investor evaluations, the current project is among the very few studies to explore the process through which those investor evaluations are formed. Finally, the study extends extant insights on the role of financial analysts and their impact on firm financial performance.



### Searching for the Gem: The Influence of Target Knowledge Uniqueness on Acquisition Likelihood and Premium



For high-technology firms, acquisitions present a prominent vehicle to expand the scope of their knowledge portfolio. Extant research on target selection highlights the concept of fit, meaning that the acquirer evaluates the quality of potential targets by comparing the target to itself. Many of

these studies find that acquirers exhibit a preference for similarity, leading them to acquire targets with similar technologies or in similar product markets. However, not only the dyadic similarity of the acquirer and the target is relevant. Instead, the potential for value creation is critically determined by a target's unique positioning among its industry competitors.

In a current research project, Martin Jerusalem, Prof. Matthias Brauer and Prof. Karin Hoisl therefore analyze how the uniqueness of a target firm's knowledge portfolio affects technology acquisitions. The authors argue that, on the one hand,

selecting a target with a more unique knowledge portfolio increases the value creation potential for the acquirer. At the same time, however, the greater challenges associated with an acquisition involving a unique target firm, may induce acquirers to shy away from these deals.

Preliminary results suggest that the relationship between the uniqueness of a target's knowledge portfolio and the likelihood of being selected by an interested acquirer follows an inverted U-shape, suggesting that knowledge uniqueness increases the acquisition likelihood only up to a certain point.

## Multiple Jobholding for Job-Insecure Individuals: A Benefit or a Burden?

Job insecurity is often viewed as a work stressor that impacts cognitive, affective, and behavioral reactions on the job. Driven by the shift toward greater flexibility and gig work in modern times, individuals may find holding more than one job at a time an attractive strategy to deal with insecurity in the workplace. Yet, can multiple jobholding really help? The answer is debatable if one considers that the resources acquired by job-insecure individuals via multiple jobholding, such as greater financial security, come at the expense of other resources, such as the investment of effort and time.

Drawing from conservation of resources theory and utilizing panel data, Claudia

Rossetti (first picture on the right) and Himani Singh, doctoral candidates at the Chair of Organization and Innovation, dive deeper into this debate and investigate the relationship between job insecurity and multiple jobholding. Initial results from survival analyses indicate that higher levels of job insecurity reduce the likelihood of starting side jobs. This study departs from existing research in management and economics by suggesting that multiple jobholding represents a double-edged sword for job-insecure individuals. The findings of this project also present important insights for related scholarly work on sustainable careers and career in-action.



## Volunteers' Person-Environment Misfit: If it Doesn't Fit, I Quit!

Volunteers play a significant role in our working world by making essential contributions to organizational success, but also to our civil society in general. However, due to the voluntary nature of the act, there is no formal authority over volunteers. They can come and go as they please. One could also speak of unreliable resources. Whereas the general motives and characteristics of volunteers are well known, we still lack knowledge on negative experiences throughout a volunteering activity leading to burnout and turnover.

Drawing from person-environment misfit theory, Dr. Benedikt Englert – together with his co-authors Prof. Julia Thaler (Bundeswehr University Munich) and Dr.

Wouter Vleugels (Deakin University, Australia) – therefore assesses how and when volunteers perceive misfit? How such misfit relates to fit? And how misfit changes over time?

Applying theoretical sampling the authors engaged in a three-wave sampling strategy (1) interviewing volunteers from diverse sectors (n=47), (2) accompanying volunteers throughout their social year (n=13), and (3) collecting retrospective misfit narratives from “older” volunteers with in-depth volunteering experiences (n=20). Contributions of this research endeavor are three-fold: first, it helps to conceptualize person-environment misfit – a concept thus far under-researched; second, it fosters our understanding of the

dark side of volunteering; and lastly, findings on misfit dynamics of volunteers provide a basis for practitioners to derive recommendations for adequate volunteer management practices.



## Activating the Sustainable Consumer

Many retailers are at the beginning or in the middle of a transformation process to make their business models and supply chains more socially and ecologically sustainable. This is partially due to shifted demand patterns by consumers. Yet, although the majority of consumers say that sustainability is an important criterion for them, this is not yet regularly reflected in their consumption behaviour. Retailers face the challenge of getting their customers on board with their transformative journey. To date, there are hardly any evidence-based recommendations for action.

The research project “Activating the Sustainable Consumer” aims to show retailers possible courses of action and is conducted as a cooperation between the Universities of Mannheim (Manuel Reppmann (picture on the right) and Prof. Edinger-Schons) and Hanover (Prof. Foegel) and the retailer Ernsting's Family.

Based on four experiments, customer behaviour in shopping is observed, i.e., by tracking the buying behaviour of customers in the online shop and also by programming an online shop simulation to mimic the willingness to buy sustainable products in a controlled setting.

One promising approach identified by the project is the involvement of customers in the retailer's sustainability activities. This can take various forms, such as soliciting feedback and ideas, to participation and co-determination by customers. It has been shown that customer involvement significantly increases the share of purchased sustainable products in the shopping basket. This can be explained by the fact that customers develop a feeling of psychological ownership for the sustainability activities. Another finding is that sustainability activities of the core business, compared to philanthropic engagement,

lead to a stronger activation of customers, but at the same time trigger more critical queries and the demand for additional information.

With the findings of this study, the body of research knowledge by linking Customer Involvement and Psychological Ownership is expanded to explain sustainable customer behaviour.



## The Role of Ethical Appeals to Overcome Biases in Software Development



Automated decision making through artificial intelligence (AI) is increasing in areas that concern fundamental human rights. AI that learns from historical data reflects continuous discrimination based on gender, race, disability and other marginalized groups due to historical bias. In response to this, previous research focuses on statistical fixes and biased data.

However, the role of programmers and data scientists is given less attention and responsibility is diffused behind terms as

“model” and “algorithm”, detached from human influence. Past research has neglected to investigate the role of individual programmers in overcoming biases in the development of solutions, especially the question how motivational appeals can enhance support for affirmative action. Furthermore, it has ignored the intersection of race and gender in persuasion, e.g., in the form of a black female speaker claiming discrimination.

The research of Arlette Almánzar (picture on the left) and Prof. Edinger-Schons develops a novel conceptual framework outlining the role of framing, speaker, and the audience's individual differences in terms of social dominance orientation egalitarianism for the effectiveness of behavioral appeals that address programmers.

Results reveal that a problem framing when explaining bias in AI can increase programmers' bias detection and support

affirmative action but only if the message is communicated by a white male speaker instead of by a black female speaker. Interestingly, when a black female speaker claims bias in a positive framing, support for affirmative action is higher than for the white male speaker.

Here, the expectation of the stereotype “Angry Black Women” was violated, reducing threat which allows message processing. Further, the positive interactive effect of problem framing and white male speaker on the outcomes only occurs for respondents with high levels of social dominance orientation. Results have important implications for theories on biased software and AI, research on the role of individual programmers for affirmative action, and the design of appeals and interventions.

## THIRD-PARTY FUNDS PROJECTS

### Organization Design for Digital Transformation

Prof. Dr. Karin Hoisl’s project “Organization Design for Digital Transformation” received funding for five years from the Volkswagen Foundation to develop new organization theories and empirical insights into the process of digital transformation and organization design change.

The project kicked off in March 2021, with the initiation of several research projects, hiring of a full-time research staff member, and development of industry collab-

orations with large and medium-sized global companies.

Recognizing the wide knowledge gap regarding digital transformation in universities and companies, this project takes a three-pillared approach to develop and disseminate knowledge and build impact through research, teaching, and society collaborations. First, the project aims to conduct world-class research on the topics of digital transformation and orga-

nizations, which can result in publications in top international journals. Second, the project will develop digital transformation courses and workshops for students and executives. Finally, the project will establish wide collaborations in business and society, both to disseminate theories and research insights, and to create positive synergy in the understanding and value creation of digital transformation.

### Current Third-Party Funds Projects with Private and Public Organizations

<b>Deutsche Telekom</b>	<b>Deutsche Telekom on AI &amp; Digital Responsibility</b>	<b>Laura Marie Edinger-Schons and Manuel Reppmann with Manuel Mikoleit from Deutsche Telekom</b>
Digital surveillance and the responsible usage of data and technology have been increasingly brought to the forefront of public discussion in recent years. In collaboration with Deutsche Telekom, Prof. Edinger-Schons and PhD student Manuel Reppmann, the Digital Ethics study evaluates how the communication of digital ethics initiatives, anchoring ethically responsible development and usage of AI in the firms strategy, is perceived by stakeholders. In detail, the study assesses the communicative effect on specific outcomes such as buying intention or employer-attractiveness.		
<b>Nationaltheater Mannheim</b>	<b>Non-Customers of Merit Goods</b>	<b>Bernd Helmig, Maren Rottler and Moritz Motyka</b>
Public organizations offering merit goods used by only a small percentage of citizens face political and social legitimization pressure. With growing cultural diversity and an organization’s simultaneous decline in customers the need for organizational transformation into more inclusive places to secure the own relevance increases. One leeway is through increasing the organization’s potential customer base. In collaboration with the Nationaltheater Mannheim Prof. Helmig, Dr. Maren Rottler, and Moritz Motyka conduct an exploratory study to identify barriers and hurdles of non-customers of merit goods and learn about their leisure time activities. In focus groups the research team engages in an active dialogue with citizens of the Rhein-Neckar region that do not regularly consume live performances at the local theatre, especially focusing on citizens with migrant family background. Results of the study will be used to advance the scientific discourse on inequity in organizations and to derive practical implication for a diversity management transformation strategy.		
<b>right.based on science</b>	<b>Climate Impacts of Universities</b>	<b>Laura Marie Edinger-Schons</b>
Together with the climate impact startup right.based on science, Prof. Edinger-Schons is developing a version of the XDC model which can be applied by universities. The XDC model uses input data on an organization’s emissions as well as value creation to determine whether the organization is Paris-aligned in terms of its climate strategy, i.e., whether it is on the 1.5 degree Celsius path. The model is currently under development and will be piloted in a consortium of universities in 2022.		



<b>Value Balancing Alliance</b>	<b>VBA Dual Effect</b>	<b>Emma van den Terrell, Laura Marie Edinger-Schons, and Ali Gümüşay with Value Balancing Alliance</b>
Emma van den Terrell is working on a research project with Prof. Edinger-Schons and Dr. Ali Gümüşay in cooperation with the Value Balancing Alliance (VBA). The researchers are conducting qualitative interviews with members of the alliance to understand the process of developing and standardizing an impact measurement, valuation, and monetization methodology for companies. Additionally, interviews will be done with companies interested in joining the VBA to understand their goals in adopting this method and potential challenges they face in using it.		
<b>Vaude</b>	<b>Measuring Worker Wellbeing</b>	<b>Laura Marie Edinger-Schons, Jana-Rebecca Rehse, and Emma van den Terrell</b>
In a collaboration with the company Vaude, Prof. Edinger-Schons, Prof. Jana-Rebecca Rehse and a team of doctoral students, among them Emma van den Terrell, are developing an app to measure employee wellbeing in factories in the textile industry in South East Asia which will be piloted in Vaude’s tier 1 and 2 suppliers in China and Vietnam in spring 2022. During the app development, employees from the factories are involved through video calls to give feedback.		

THIRD-PARTY FUNDS PROJECTS REPORTS

Cross-Evaluation Support Landscape for Innovative Start-ups

Dr. Bettina Müller from the Institute for SME Research (ifm) has been part of a consortium of Fraunhofer Institute for System and Innovation Research (ISI), Technopolis Group and the Leibniz Centre for European Economic Research (ZEW) that evaluated the support landscape for innovative start-ups in Germany on behalf of the German Federal Ministry of Research and Education (BMBF) and the Federal Ministry of Economy and Energy (BMWi).

The evaluation was prompted by the observation that there is a whole range of support measures for innovative start-ups in Germany with different focuses and funding conditions. This “support landscape” has developed organically but has not been designed as a system. The two ministries were, therefore, interested in the effects, impact, synergies and complementarities of the entirety of the support schemes they coordinate.

Specifically, they wanted to know whether the current support portfolio offers added value for innovative start-ups, to what extent the programmes promote a start-up culture at academic institutions and how

the support landscape for innovative start-ups can be improved.

The evaluation followed a mixed-methods approach with a literature review on the start-up process and typical barriers for innovative start-ups, qualitative interviews with responsible persons from the two ministries, project coordinators and programme managers, coordinators of start-up support at higher education and research facilities, external experts, and start-up founders, analyses of existing data sources and a large telephone survey among supported and non-supported start-ups. Together with the ZEW Leibniz Centre for European Economic Research Bettina Müller was involved in collecting data from existing sources, setting up the telephone survey and using these data to analyse to what extent the target group is reached, how the support schemes are used by the start-ups and what is the impact of the entirety of the start-up support programmes.

The results of these quantitative analyses show that – compared to a group of non-supported innovative start-ups –

supported start-ups follow more often R&I-driven business models, focus on commercialising research results, have larger founding teams and founders with a STEM background spinning off from a technical university, and a similar fraction of female founders. Furthermore, supported start-ups are more likely to introduce world market novelties and are more embedded in research networks. However, the support has not raised beneficiaries’ R&I and patent activities, nor has it had a significant effect on business growth and productivity.

Overall, the support programmes reach the intended target group well and with little overlap but they have not led to increasing numbers business formations. Instead, they have supported a sub-set of particularly innovative start-ups, thus contributing to R&I expenditure and patent registrations.

More information (in German) here: <http://www.institut-fuer-mittelstandsfor-schung.de/kos/WNetz?art=Project.show&id=262>

## Benchmark Familienunternehmen – Third Edition

In collaboration with KPMG, the project Benchmark Familienunternehmen conducted by the Institute of SME Research (ifm) at the University of Mannheim started into its third round.

Following the comparison between the metropolitan region Rhine-Neckar and the region Stuttgart in 2019, this time, the study is extended to an encompassing

comparison between Germany's 11 metropolitan regions.

Family firms are the predominant form of business in Germany and are often said to exhibit distinctive strategic characteristics. The benchmark therefore aims to investigate differences and similarities between family and non-family firms operating in Germany's strongest economic regions.

The study mainly focuses on a comparison of the metropolitan regions with each other by investigating performance indicators of their resident businesses. Further key topics will include a comparison between Eastern and Western Germany, as well as a renewed perspective on the companies' governance structures.

## Digital Report 2021 Published in November 2021

With over 5,000 participating organizations, the Digital Report is the largest and most comprehensive panel study on the topic of digitalization of the social sector in Germany. It is conducted by Prof. Laura Marie Edinger-Schons and Manuel Reppmann from the Chair of Sustainable

Business in collaboration with Haus des Stiftens and funded by the BMI. The study aims to uncover the challenges and opportunities of digitalization for social organizations in an evidence-based manner and derive concrete recommendations for action for all relevant stakeholder groups.

After the publication of the first edition in 2020, the second edition followed in November 2021. It focuses particularly on the impact of the Corona pandemic on digitalization and the sector as a whole.

## Evaluation of the Integration Management in Baden-Württemberg

In 2015 and 2016, more than one million people came to Germany in search of protection and work, mainly because of increasing violent conflicts worldwide. This was a significant rise compared to previous years, when an average of around 100,000 person applied for asylum between 2010 and 2014. Accordingly, the number of asylum applications filed and then granted in Germany has increased significantly.

Against this background, the state of Baden-Württemberg signed the "Pakt für Integration (PIK)" (Pact for Integration) with the municipal state associations (Landkreistag, Städtetag and Gemeindetag Baden-Württemberg) on 27 April 2017. Under the motto "Turning refugees into fellow citizens", the federal state has made substantial funds available (160 million € annually between 2017 and 2019 and 155 million € for 2020 and 2021) to promote the integration of refugees in the municipalities. The core of the program is the so-called integration management, that is

supposed to support refugees in the sense of a case management.

Through the case management approach, integration management goes beyond the classic social care of refugees. To identify the impact of the program and possible points for improvement, Bettina Müller and Christoph Sajons from the Institute for SME Research (ifm) quantitatively evaluated the integration management on behalf of the Ministry of Social Affairs and Integration Baden-Württemberg. The central questions of this evaluation have been: Does the deployment of integration managers lead to a better and faster integration of the refugees compared to classic social support? and: Is there a relation between the focus of the work of the integration managers and the integration success of the refugees they support? The results show that the correlation between the introduction of the integration management and the integration of refugees in the labor market as well as the improvement of their housing situation is slightly

positive, but not statistically significant. However, no connection can be established between the focus of the integration managers' work and the integration outcomes of the target group. Organizationally, it turned out that the integration management was implemented quickly, that the municipalities have used the money from the program to increase their capacities to support refugees, and that the district offices ("Landratsämter") played an important role in the implementation of the case management.

Overall, the program seems to be a sensible measure to cope with the high influx of refugees in 2015 and 2016 and foster their integration. However, the evaluation itself was challenging because of missing and incomplete data.

More on the evaluation project including the report (in German) can be found here: <http://www.institut-fuer-mittelslandsforschung.de/kos/WNetzt?art=Project.show&id=250>

## First Multimethodological Assessment of Refugee Entrepreneurship in Germany

Entrepreneurial activities assume a subordinate role in individual career options, with roughly 10 % self-employed among the active working population in Germany. Recent studies reveal a comparatively low overall start-up activity in Germany that has further declined in the past years. This does not provide a positive future outlook on the German economy, since business start-ups are key drivers of economic development, innovation and employment growth. Thus, tapping the full social potential for entrepreneurship is of increased importance.

Many immigrants who came to Germany as part of the refugee migration from 2013 onwards, were self-employed in their countries of origin or come from countries where self-employment and business ownership are much more common than in the German economy. In addition, displaced persons do not always have the pre-requisites for rapid and successful integration into the highly institutionalized first labor market in Germany. Wouldn't then starting a business, suggest itself, especially for this target group?

Against this background, the research questions of the study "The entrepreneurial potential of refugees" arise. On the one

hand, it aims at providing empirical evidence about the start-up potential among refugees. On the other hand, it discusses to what extent setting up a company can be a promising path towards integration into the labor market for this group of people.

Dr. René Leicht, Carina Hartmann and Ralf Philipp of the interdisciplinary research group "Labor Markets and Self-Employment" at the Institute for SME research (ifm) evaluated both, scientific literature on the topic and a varied amount of data compiled and collected from representative secondary data, an own large scale survey among newcomers in the state of Baden-Württemberg and in-depth interviews with nascent refugee entrepreneurs as well as stakeholders from the entrepreneurship ecosystem.

Even though labor market inclusion of refugees via a business start-up or self-employment does not play a dominant role in Germany, the researchers' results reveal that there are good reasons to deal with this topic from a political perspective and to remove existing structural barriers for refugees setting up a business. These could then make an even greater contribution to the successful socio-economic

integration of this target group and - incidentally - also strengthen Germany as a business hub in general.

You find further information on the study and an interview with one of the authors, René Leicht on: <https://www.fes.de/abteilung-analyse-planung-und-beratung/artikelseite-apb/gruendungspotenzial-von-gefluechteten>



## Impact of the Sharing Economy in Germany: Published Reports

Various business models of sharing economy organizations promise to contribute to achieving economic, social, and ecological goals. The i-share project, commissioned by the Federal Ministry of Education and Research (BMBF) and coordinated by the Institute for SME Research and Entrepreneurship (ifm) at the University of Mannheim, systematically compared these different business models, conducted an analysis of their economic,

social and ecological effects, and estimated the current and potential future societal contributions. Amongst others, the projects outcomes were three different reports, that were published recently. Whereas the first i-share report reveals idiosyncratic features of sharing economy organizations and their geographic dissemination in Germany, the second report focusses on the overall working conditions in the sharing economy. The third i-share

report analyses the economic, ecological, and social effects of sharing economy organizations in Germany. All three reports are now available for download at the project's website: <https://www.i-share-economy.org/veroeffentlichungen>.



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## AWARDS

**Moritz Appels** is this year's recipient of the Most Innovative Student Paper Award by the Organizational Behavior Division at the Academy of Management Annual Meeting. The award was granted for his paper "The Choice of a Leader: CEO Sociopolitical Activism as a Signal of Authentic Leadership" which focuses on the implications of CEO activism for both recruiting and leadership research. Moreover, with this paper he has also won the Best Conference Paper Award as well as the Best Paper in Leadership of this year's European Academy of Management Conference.

**Prof. Biemann** was listed as one of the thought leaders in HR („40 führende Köpfe des Personalwesens“) by the Personalmagazin.

**Prof. Brauer's book on Corporate Strategy** nominated for VHB "Lehrbuchpreis 2022". The commission "Strategic Management" of the German Academic Association of Business Research (VHB) has nominated the newly edited book "Corporate Strategy: Sustainable Value Creation in Multi-Business Firms" by Matthias Brauer and Guenter Mueller-Stewens for the "Lehrbuchpreis 2022" at the upcoming annual conference of the VHB. Founded in 1921, the VHB is the leading scientific association for business studies in the German-speaking world. The book introduces a management approach – the Corporate Management Model (CMM) – which provides guidance to managers of multi-business firms on how to achieve financial value creation while at the same time considering broader societal and environmental interests.

**Luca Castellanza** and **Prof. Michael Woywode** won the Best Paper Award at the Interdisciplinary European Conference on Entrepreneurship Research Annual Meeting 2021 with their paper: Resilience among the Disadvantaged: How losses influence the post crisis behaviors of Cameroonian entrepreneurs.

**Marc Kowalick** received the "Outstanding Reviewer Award" of EURAM's Strategic Management SIG.

**Mona Reber, Himani Singh, and Leo Schmallenbach's** paper "Do some stars shine brighter than others? Knowledge recombination in teams with female versus male stars" was included in the Best Paper Proceedings of the 2021 Academy of Management Annual Meeting. Moreover, the paper was nominated for the Best Student Paper award of the Technology and Innovation Division of the Academy of Management.

The paper "The Effect of Mentor Gender on the Evaluation of Protégés" by **Leo Schmallenbach, Ass. Prof. Marc Lerchenmüller, and Prof. Karin Hoisl** was included in the Best Paper Proceedings of the conference (best 10% of all paper accepted at the event). Research councils and funding bodies urge inclusive and effective mentorship, particularly calling for more female mentors, who presumably bestow distinct benefits on mentees. Benefits notwithstanding, senior women who are predestined to become academic mentors still face substantial barriers in comparison to senior men across academic disciplines. The question arises whether these barriers also transfer to their protégés and whether female vs. male mentorship affects protégé outcomes differently. Combining arguments from the literature on gender differences in professional labor markets from both the demand- and supply-side, we expect that female (vs. male) mentorship likely depresses the evaluation of protégés' work. Identifying mentors of a highly competitive cohort of 4,556 life scientists with early career sponsorship from the National Institutes of Health (NIH), we first document a citation discount of 10% on the average paper published by a female- relative to a male-mentored protégé. Once we account for observational mentor characteristics, features of the grant, and research content, this discount disappears. Yet, when looking at the most impactful publications, an average citation discount for female-mentored protégés of 11% persists, even after controlling for all of the above. In an extension to the analysis, we find suggestive evidence that this discount arises due to male authors disproportionately citing male-mentored work. We interpret these findings as an indication for a demand-side bias against female-mentored protégés.

## AWARDS

**Leo Schmallenbach** received the “TIM Division Best Reviewer Award” for his excellent reviews for the Technology and Innovation Management Division as part of the Academy of Management 2021 Annual Meeting Paper Review process.

**Leo Schmallenbach** has received the “CDSB Teaching Award” from the Graduate School of Economic and Social Sciences. The award recognizes his excellent contributions to the teaching activities of our Business School during the past academic year. The award is endowed with a research budget of 500€.

**Martin Sievert** received the “Outstanding Reviewer Award” from the Public and Nonprofit Division (PNP) as well as the “ABCD Reviewer Award” from the Organization and Management Theory Division (OMT), both at this year’s Academy of Management Annual Meeting. His reviews were distinguished by their depth and engagement.

**Louis Vandepoele** was awarded with the Ernst-Blickle-Study-Award of the SEW-EURODRIVE-Foundation for his master’s thesis on the topic of corporate misconduct. In his thesis, Mr. Vandepoele extends research on corporate misconduct by not only analyzing the negative impact of firm misconduct on the reaction of investors, but also by investigating which organizational response strategies are most effective in alleviating negative investor response to corporate misconduct. Prerequisites for winning the study prize are content quality and a strong scientific contribution as well as other factors, such as an appropriate timeframe for the master’s thesis or linking different disciplines within the study.

**Naeem Zakir, Torsten Biemann, and Irmela Koch-Bayram** received the Best Paper Award, Leadership track, at the EURAM Conference for their paper “The more the better? How irrelevant information influences leadership perceptions”.

## RESEARCH PRESENTATIONS 2021

Members of the Area Management have presented current research projects at the following international scientific conferences and business schools worldwide. A detailed overview of conference presentations by individual researchers is available at each chair’s website.

Academy of Management Annual Meeting (AoM)  
2021, online

Business and Society Seminar 2021, online

DRUID Academy Conference, Copenhagen

European Academy of Management (EURAM) 2021,  
online

European Association of Work and Organizational  
Psychology (EAWOP) Small Group Meeting, Ant-  
werp, Belgium

European Group for Organizational Studies (EGOS)  
2021, online

Equality, Diversity and Inclusion International Con-  
ference 2021, online

Herbstworkshop der WK Personal, online

INGRoup Conference 2021, online

Interdisciplinary European Conference on Entrepre-  
neurship Research (IECER) 2021, online

International Conference on CSR, Sustainability, Eth-  
ics & Governance, online

International Conference on Information Systems  
2021 (ICIS), online

Internal Research Seminars at London Business  
School, University of Groningen & University of  
Maryland

International Research Society for Public Manage-  
ment (IRSPM) Annual Conference 2021, online

IPI Virtual Seminar

Medici Summer School

Munich Summer Institute

RSA

SKEMA KTO Paper Development Workshop Strategic  
Management Society Annual Conference 2021,  
online

## AREA MEMBERS NEWS

### Researchers Receive Funding by EQUA Foundation

To date, it is not possible to make conclusive statements about the development of the proportion of women in management positions. With initiatives and legal regulations on gender parity evolving and the current social discourse on the professional lives of women, understanding the role female leadership is especially crucial for family businesses.

So far research on female leadership in family firms is limited and faces constraints. Studies have focused on comparing female leadership in family firms to

non-family firms, neglecting the much-stated heterogeneity among family businesses. Insights are missing how female leadership varies across different types of family firms.

Receiving individual research-scholarships by the EQUA foundation for 18-month Dr. Maren Rottler (Chair of Business Administration, Public & Non-Profit Management), Dr. Robert Strohmeyer (Institute of SME Research), and Freya Onneken (Institute of SME Research), (f.l.t.r.), address the question of how female leadership

differs for certain types of family firms accounting for the influence of legal regulations, regional differences, and other aspects of leadership diversity, such as nationality or academic background. Together with Ass. Prof. Jan-Philipp Ahrens and Baris Istiqliler, the researchers conduct a comprehensive analysis of female leadership in German family businesses and apply a novel measurement approach to assess differences within family firms.

### Martin Sievert Awarded with the Fellowship of the Joachim Herz Foundation

Martin Sievert, PhD candidate at the Chair of Business Administration, Public & Non-profit Management held by Prof. Helmig, has been awarded the Add-on-Fellowship for Interdisciplinary Economics and Interdisciplinary Business Administration by the Joachim Herz Foundation. Martin Sievert is one out of twenty junior researchers who were selected to join the Fellowship program in 2021.

The research grant is awarded to early-career academics who intend to deepen their skills in fields related to business administration and economics and whose research could benefit from such skills. Over

the course of the next two years, Martin Sievert will be supported with an amount of up to 12.500€. He will use most of these funds to finance research projects in the field of organizational legitimacy.

Martin Sievert's research covers topics related to management theory, human resource management, and public management. In his dissertation, he studies the microfoundations of organizational legitimacy by focusing on mechanisms underlying the legitimacy judgments of individual evaluators (e.g., citizens, consumers, experts). In his dissertation projects, Martin Sievert applies experimental research de-

signs to examine how individual evaluators construct legitimacy beliefs about organizations.

The projects focus on the complexity of information environments accounting for several mechanisms resulting from micro-level (observable characteristics) and macro-level factors (collective-level legitimacy) that potentially alter how evaluators judge an organization. The use of experiments allows examining causal mechanisms unraveling how individuals make sense of the various information about organizations they encounter.

## NEW POST-DOCTORAL RESEARCHER



**Ling Xiao, MBA, PhD**

- Postdoc researcher for "Organization Design for Digital Transformation", since July 2021, University of Mannheim, Chair of Organization and Innovation
- PhD in Strategy and Entrepreneurship, 2020, University of North Carolina at Chapel Hill
- MBA, 2010, Boston University
- Industry experience: Siemens Energy, General Electric

## NEW DOCTORAL STUDENTS



**Theresa Fricke**

- PhD Student in the CDSB Program (Area Management), since September 2021, GESS, University of Mannheim, Chair of Sustainable Business
- Master's Degree: Master of Science (M.Sc.) in Management, 2021, University of Mannheim
- Bachelor's Degree: Bachelor of Arts (B.A.) in International Cultural and Business Studies, 2019, University of Passau, University of Stellenbosch South Africa
- Practical Experience: e.g., SAP SE, Hays PLC, BMW Group



**Magdalena Henninger**

- PhD Student at the Chair of Business Administration, Public & Nonprofit Management, since 2021, University of Mannheim
- Master's degree: Master of Science (M.Sc.) in Management, 2020, University of Mannheim
- Bachelor's degree: Bachelor of Arts (B.A.) in Culture and Business, 2017, University of Mannheim
- Practical experience: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany



**Marc Mertens**

- PhD Student in the CDSB Program (Area Management) since 2021, GESS, University of Mannheim, Chair of Strategic and International Management
- Master's degree: Master of Science (M.Sc.) in Strategic Management, 2021, Rotterdam School of Management, Erasmus University
- Bachelor's degree: Bachelor of Science (B.Sc.) in International Business, 2020, Maastricht University; semester abroad at the Haas School of Business, University of California, Berkeley
- Practical experience: PwC



**Lena Rudat**

- PhD Student in the CDSB Program (Area Management), since 2021, GESS, University of Mannheim, Chair of Organization and Innovation
- Master's degree: Master of Arts (M.A.) in Strategy and International Management (SIM), 2021, University of St. Gallen
- Bachelor's degree: Bachelor of Science (B.Sc.) in Business Administration with the International Business Education Alliance (IBEA), 2019, University of Mannheim
- Practical experience: PwC, DB Schenker



**Nils Schweikard**

- PhD Student in the CDSB Program (Area Management), since 2021, GESS, University of Mannheim, Chair of Organization and Innovation
- Master's degree: Master of Science (M.Sc.) in Business Administration/Management, 2021, University of Mannheim
- Bachelor's degree: Bachelor of Arts (B.A.) in Business Administration, 2017, University of Applied Sciences Mainz
- Practical experience: Boehringer Ingelheim



## NEW DOCTORAL STUDENTS



**Svenja Tobies**

- PhD Student at the Chair of Sustainable Business, since June 2021, University of Mannheim
- Master's degree: Master of Science (M.Sc.) in Business Administration/Management, 2020, University of Mannheim
- Bachelor's degree: Bachelor of Arts (B.A.) in Culture and Economy (Spanish Studies and Business Administration), 2017, University of Mannheim, University of Valencia, Spain
- Practical experience: ALDI SOUTH Group, Germany, PERI, BASF

## COMPLETED DISSERTATIONS

**Luca Castellanza**



The entrepreneurial dynamic in Africa is rapidly evolving in the face of continual socio-economic, political, technological and cultural changes sweeping the continent. There is widespread belief regarding the urgent need for effective entrepreneurial behavior in African countries to alleviate a myriad of systemic problems, including high graduate unemployment, endemic poverty, economic growth inequality, corruption, excessive bureaucracy, ineffective infrastructure and a lack of enterprise support mechanisms. Luca Castellanza initiated his dissertation intending to improve our understanding of the entrepreneurial processes in low-income countries.

Based on more than 200 grounded-theoretical interviews with poor entrepreneurs from manufacturing industries and agriculture in South-West Cameroon, several conversations with local experts, and the monitoring of some regional news sources, Luca crafted three studies that provide a number of important insights on the antecedents, dynamics, and outcomes of entrepreneurship in poverty settings. Luca published a first study in the Journal of Business Venturing.

**Andreas Koch**



The environmental perspective, which encompasses a large variety of contextual factors, is of great importance for the development of theories in management research. However, additional data sources are required to operationalize these factors, and the exploitation and analysis of these data sources often requires tools that have been rarely used in management research so far.

In the first study of his cumulative dissertation, Andreas Koch examines the role of geographical proximity on perceptions of effective leadership, while controlling for national culture. Spatial econometrics methods allow to specify the inherent spatial dependence between countries correctly. In the second study, he applied data crawling and natural language processing to investigate the antecedents of organizational culture by analyzing more than 10,000 job announcements in Germany. In the third study, Xing profiles of more than 1,000 partners of professional service firms have been crawled and their career paths analyzed with optimal matching algorithms to determine whether inter-organizational career mobility brings greater career rewards than career stability.

Andreas Koch received his Ph.D. at the Chair of Business Administration, Human Resource Management and Leadership of Prof. Torsten Biemann and is now working as Management Consultant at goetzpartners in Frankfurt.

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## COMPLETED DISSERTATIONS

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### Inken Küper



The world is facing unprecedented challenges pertaining to not only environmental issues but just as well socio-political and health-related issues. To address these grand challenges, action is needed on various levels. In her doctoral thesis Inken Küper investigates the level of individuals and asks the fundamental question how they can be led to engage in more sustainable and healthier behaviors, thereby benefitting not only themselves but also contributing more broadly to sustainable development.

In her first paper, Inken Küper focuses on different exchange mechanisms within Business Models of the sharing economy and how the type of exchange mechanism may influence an individuals' intention to participate in such Business Models of the sharing economy. Together with her co-author Laura Marie Edinger-Schons, Inken Küper successfully published her first paper in the Journal of Business Research in 2020. In paper 2 and 3, Inken Küper investigates the effectiveness of different behavior change interventions (i.e., communication nudging and motivational appeals) in the context of pro-environmental and health behavior.

Inken Küper received her Ph.D. at the Chair of Sustainable Business of Prof. Laura Marie Edinger-Schons in September 2021 and is now working as a Sustainability Manager at HOCHTIEF AG in Essen.

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### Mona Reber



Constraints limit the capacity of economic agents to make free choices and thus have relevant implications for their performance. In her dissertation, Mona Reber looks at how specific types of organizational and socio-cultural constraints influence the performance of individuals, teams, and firms.

In the first study, she examines the ambivalent role of autonomy, i.e., the absence of organizational constraint, for individuals' inventive output. In the second study, she turns to the influence of gender role expectations and status perceptions in teams on the diversity of knowledge recombined. The third study investigates how stock markets react to the appointment of female CEOs depending on firms' cultural and organizational context.

Her works were nominated for several awards at international conferences and she successfully published an abridged version of her second study as one of the Best Papers in the Academy of Management Annual Meeting Proceedings 2021.

Mona Reber received her Ph.D. at the Chair of Organization and Innovation under the supervision of Prof. Dr. Karin Hoisl and now works as Consultant Corporate Strategy at Helaba Group in Frankfurt

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## COMPLETED DISSERTATIONS

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### Maren Rottler

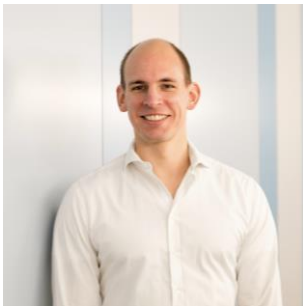


The advancements of communication and information technologies drive innovation of financing instruments, such as participative funding. In her dissertation, Maren Rottler investigates success factors and mechanisms of two participative funding instruments: crowdfunding and pay-what-you-want (PWYW). In study 1 a theoretical framework is developed on how and why reward-based crowdfunding is successful by applying mechanism-based theorizing and explanatory literature synthesis. Study 2 identifies effects of perceived personality on reward-based crowdfunding success. Based on socioanalytic theory, crawled data from 673 reward-based crowdfunding campaigns, and videometrics findings reveal that a seller's personality perception serves as inference about which seller is better at "getting ahead" of competition and at "getting along" with the members of the community. Study 3, an on-site field experiment, analyses different pricing strategies in PWYW. Drawing on prospect theory, the experiment reveals that PWYW triggers economic considerations of loss aversion and gain and that the internal reference price guides payment decisions.

Maren Rottler received her Ph.D. at the Chair of Business Administration, Public and Nonprofit Management of Prof. Dr. Bernd Helmig in May 2021. She continues her academic career as post-doctoral researcher at the Chair of Business Administration, Public and Nonprofit Management and is an associated research group member of the Institute for SME Research (ifm), Research Group "Family Firms" at the University of Mannheim.

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### Michael Verbücheln



Corporate purpose and meaningfulness at work are associated with several positive effects for employees and the employing companies, e.g., higher job satisfaction or increased work motivation. However, it remains largely unknown how Corporate Social Responsibility (CSR) activities should be designed and how employees should be involved to create meaningful work experiences and to realize positive employee reactions. In his dissertation, Michael Verbücheln investigates how the design of CSR programs, such as corporate volunteering activities, can influence employees' experience of job meaningfulness, their intention to participate in CSR activities, and can lead to employee reactions which benefit the companies. This thesis is theoretically rooted in sensemaking and multiple role literature, as well as Organizational Identification Theory and incorporates multiple empirical studies, including cross-sectional surveys, scenario experiments, a field experiment, and semi-structured expert interviews.

Michael Verbücheln received his Ph.D. at the Chair of Sustainable Business of Prof. Laura Marie Edinger-Schons in October 2021 and is now working as Deputy Head Sustainability Methodology Development at the Value Balancing Alliance in Frankfurt.

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## TEACHING NEWS

### Mannheim Business School Short Programs (MBA): Crisis Leadership and Crisis Performance in Entrepreneurial Firms, Family Firms, and Widely-Held Corporations

If there is one aspect that recent years made particularly obvious, it is that any firm is prone to get into troubled waters and to reach a situation where its survival is not super safe. Unfortunately, most scientific output nowadays is targeted at healthy firms - making those firms ever more competitive and enhancing well-trodden paths of growth. However, when

firms experience a crisis, economic laws taken for granted in may not apply and even veteran manager see themselves confronted with contexts where their skills and experiences may not be the best fit, or even less. In several projects the Interdisciplinary Research Group Family Firms of the University of Mannheim therefore studied CEOs and their

crisis behavior and actions in founder, family and professional firms leading to a series of previously unknown insights. Key findings are now under review at top journals, received several peer-evaluated awards and were discussed in several keynotes with practitioners at the Mannheim Business School.

### New MOOC MAN 457 “On the Path to Sustainability – A Case Study”; Spring 2021

In the spring semester 2021, the Chair of Sustainable Business launched the new MOOC “On the Path to Sustainability – A Case Study” (MAN 457). It was prepared in cooperation with the company VAUDE. As humanity, we are facing urgent sustainability issues and companies are increasingly seen as having an especially

great responsibility for sustainable business practices. This MOOC provides an in-depth case study of the business model of VAUDE, supplemented with background knowledge on the topics discussed. To deep-dive into the sustainability approach of VAUDE, the MOOC contains interviews with various people inside of

VAUDE, including departments as diverse as procurement, product development, HR, operations, accounting, and management. For more information, please visit <https://www.bwl.uni-mannheim.de/schons/lehre/kursangebot/man-457-mooc-on-the-path-to-sustainability-a-case-study/>

### New Lecture MAN 634 Entrepreneurial Behaviour – Behavioural Crowds & Crowdfunding for Cultural, Creative and Sustainable Ideas; Fall 2021

This practical and virtual course familiarizes students with concepts of entrepreneurial behaviour and opportunity recognition and creation. It addresses topics how emotions, perceptions, cognitions, an individual's entrepreneurial orientation and personality, and sociological and social-psychological processes shape the entrepreneurial process in crowdfunding,

the interactions with the crowd, and finally crowdfunding and community-building success. Students learn key elements of crowdfunding, especially crowd interaction and digital communication, and foster capabilities in digital entrepreneurship and their own entrepreneurial orientation. They are encouraged to develop an own crowdfunding idea for a

cultural (arts, events, sports, etc.), creative (music, film, fashion, games, etc.), or sustainable (climate or life protection, responsible & resource-oriented consumption, etc.) consumer product (B-to-C), as well as to turn this idea via a crowd-campaign plan and a crowdfunding business plan into reality. The course is flanked via impulses of experts from practice.





## New Master Program: Master in Sustainability and Impact Management

Society at large is increasingly facing existential challenges such as the global climate crisis, a general scarcity of resources and severe biodiversity loss. Consequently, successfully managing sustainability, i.e., the company's impact on people and planet, is not only becoming a core responsibility of firms but also a key success factor, enabling companies to gain competitive advantages.

In order to meet these diverse expectations and challenges, it is essential to understand stakeholder concerns and effectively balance the goals of profitability and sustainability. Moral standards as well as current and upcoming legal regulations are making environmental and social sustainability indispensable cornerstones of future corporate management.

Various stakeholders including employees, customers, investors, governments and non-governmental organizations are calling for companies to take a proactive role in sustainable development and be a part of the solution rather than merely contributing to the problem.

The Mannheim Master of Sustainability and Impact Management enables future managers to incorporate sustainability in business models. The new part-time 24-month master's program started with its first intake in September 2021. It prepares future managers and executives to take an active role in initiating and steering corporate transformation toward sustainable business and create substantial value for their companies and society at large.

With around 50% of the classes conducted online, a progressive and modern learning environment is created and gives flexibility to the participating students. The participants study the basics of management with a focus on sustainability, touching upon topics such as sustainable finance or change management.

Further, the new master's program allows participants to gain insights into sustainability topics like climate change and methods of impact measurement. It focuses on entrepreneurial skills and enables the students to become changemakers and leave an impact as sustainable leaders. More information about the Mannheim Master in Sustainability and Impact Management can be found here:

<https://lnkd.in/dvcYcbn>

## AREA MANAGEMENT SEMINAR

International researchers are invited to present empirical and theoretical research projects in the field of management.

<b>Marco Kleine</b> Max Planck Institute for Innovation and Competition, Munich	Under the Radar: User Anonymity in the Design of Organizational Platforms
<b>Ali Gümüşay</b> University of Hamburg	Commitment versus Compliance: Prioritizing, Compromizing, and the Development of Templates in Situations of Institutional Complexity
<b>Karen Jansen</b> Henley Business School	Measuring Shifty Constructs Over Time
<b>Johann Nils Foege</b> Hannover University	The S-shaped Performance Effect of Open Innovation
<b>Kathleen Rehbein</b> Marquette University	Corporate Responsiveness to Business and Human Rights
<b>Ling Xiao</b> University of North Carolina Chapel Hill	Organizing Firm Capabilities for Digital Transformation: A Dynamic Capabilities Perspective
<b>Hannah Trittin-Ulbrich</b> Leuphana University Lüneburg	Is it worth it, let me work it: How emotional fallouts of independent workers are collectively organized within the #Influencerpaygap community
<b>Xena Welch Guerra</b> Rotterdam School of Management	Attentional Congestion and Strategic Choice: A Garbage Can Perspective on Corporate Acquisition Patterns
<b>Kerstin Alfes</b> ESCP Business School, Berlin	Collective perceptions of HRM practices and the implications for team outcomes
<b>Maren Rottler</b> University of Mannheim	A socioanalytic perspective on crowdfunding: How perceived personality influences funding outcomes
<b>Douglas Schuler</b> Jones Graduate School of Business, Rice University	The Value of Interorganizational Arrangements with Prominent Politicians: Evidence from Firm Visits by the President of the United States
<b>Tristan L Botelho</b> Yale School of Management	The Evaluation of Founder Failure and Success by Hiring Firms: A Field Experiment
<b>Henning Piezunka</b> INSEAD	Renewal of Interfirm Collaborations: A Theory of (mis)aligned Perception
<b>Nien-hê Hsieh</b> Harvard Business School	Toward an Inclusive Capitalism
<b>Miriam Flickinger</b> FU Berlin	Status vs. Identity: How Family Firm CEOs' Board Network Embeddedness Affects Their Compensation

## PRACTITIONERS' LECTURES

**Allianz**, Saskia Juretzek, Senior Manager Sustainability, in CC 504 Corporate Social Responsibility (FALL 2021).

**Anpfiff ins Leben e.V.**, Christoph Holzenkamp, Marketing Manager: Initiative Aufstiegshelfer, in MAN 451 Nonprofit Management (SPRING 2021)

**Arthur D. Little**, Wilhelm Lerner, Senior Partner, & Fabian Wiesenäcker, Manager: Ambidextrous Organisation, in MAN 692 Organisationstheorie (FALL 2021).

**AfB Social & Green IT**, Christoph Teusch, Corporate Social Responsibility Manager, in CC 504 Corporate Social Responsibility (FALL 2021).

**Bain & Company**, Dr. Jan-Alexander Huber (Partner), Sebastian Heim (Associate Consultant) & Corinna Wißmann (Associate Recruiting): Digital Transformation in Retail Banking, in Management für Nebenfachstudierende (SPRING 2021).

**BASF**, Talke Schaffranek, Circular Economy Business Models, in MAN 684 Sustainable Business Models & Circular Economy (FALL 2021).

**BASF**, Viola Choi, Vice President Global Human Resources, Agricultural Solutions, and Hans Oberschulte, Senior Vice President Human Resources Germany, in MAN 401 Organization & Human Resource Management (SPRING 2021).

**BASF & Lecturer at the University of Heidelberg**, Dr. Karl-Heinrich Hahn, Former Head of R&D: Innovation in Established Organizations & Stage-Gate-Model, in MAN 690 Innovation Management (SPRING 2021).

**Biennale für aktuelle Fotografie e. V.**, Yasmin Meinicke, Managing Director: Revenue diversification and fundraising, in MAN 675 Fundraising Management (FALL 2021).

As Managing Director of the Biennale für aktuelle Fotografie e.V., Yasmin Meinicke strategically plans, executes, and evaluates the bi-yearly festival on contemporary photography taking place in Mannheim, Ludwigshafen, and Heidelberg. For each edition, an internationally renowned guest curator is invited to develop six thematic exhibitions on a total of around 4,500 square meters in the most important exhibition houses throughout the three cities. At the beginning of her visit of the Fundraising Management seminar, Yasmin Meinicke shared the organization's revenue diversification and fundraising strategy and discussed with the seminar participants its challenges and benefits. Moreover, she addressed issues of stakeholder management and the dependency on external uncontrollable events, such as Brexit and the corona pandemic, that heavily influenced the financial planning horizon as well as the execution of the festivals. The practitioner's lecture concluded with an interactive workshop, where students developed and critically discussed fundraising strategies for the organization targeted at individual donors.



**Bilfinger SE**, Dr. Nicola Gesing (Senior Manager Sustainability): ESG – a strategic dimension, in MAN 655 Corporate Strategy (SPRING 2021).

**Camelot**, Thomas Ebel, Partner Value Chain Strategy and Transformation, in CC 504 Corporate Social Responsibility (SPRING 2021).

**Chawton Innovation Services Limited**, Donal O'Connell, Owner and Managing Director: IP Management from the Perspective of an In-house IP Manager – A Focus on Patents, in MAN 693 Strategic Intellectual Property Management (FALL 2021).

**Cordes IP**, Dr. Alexandra Cordes, Founder: IP Strategy & Management, in MAN 693 Strategic Intellectual Property Management (FALL 2021).

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**Daimler AG**, Wilfried Porth, member of the board of management, in MAN 645 Leadership & Motivation (FALL 2021).

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**Dr. Frank Danesy**, lecturer in MAN 644 Human Resource Training and Development (SPRING 2021) and lecturer in MAN 649 Recruitment and Selection (FALL 2021).

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**Dr. Tobias Ursprung**, Private Equity Inside/Out, in MAN 656 Mergers & Acquisitions (FALL 2021).

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**Ebner Stolz**, Dr. Jens Petersen (Partner), Dr. Marius Ziegler (Senior Manager), Jan Stribel (Senior Consultant): Managing Turnarounds – Practice Report and Case Study, in MAN 654 Corporate Restructuring (SPRING 2021).

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**Ebner Stolz**, Dr. Marius Ziegler (Senior Manager), Jonas Rabenstein (Senior Consultant), Lukas Weiss (Senior Consultant): Distressed M&A – Case Study, in MAN 656 Mergers & Acquisitions (FALL 2021).

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**Engelhorn**, Simon Engelhorn, CEO, in CC 504 Corporate Social Responsibility (FALL 2021).

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**Ernsting's Family**, Stephen Harms, Head of Strategic Procurement, in CC 504 Corporate Social Responsibility (SPRING 2021).

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**Enpal GmbH**, Jonas Klus, Head of Growth: Environmental Innovation, in MAN 690 Innovation Management (SPRING 2021).

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**EY-Parthenon**, Dr. Johannes Zuberer, Partner, & Dr. Vladislav Kulikov, Manager: Due Diligence, in MAN 692 Organisationstheorie (FALL 2021).

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**FICO Germany GmbH**, Dr. Sebastian Hetzler, Vice President Product Management and Managing Director: A Story of Platforms and Crowds - How IT Innovation enables Business Model Innovation, in MAN 690 Innovation Management (SPRING 2021).

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**FICO Germany GmbH**, Dr. Sebastian Hetzler, Vice President Product Management and Managing Director: Systems theory and Cybernetics, in MAN 692 Organisationstheorie (FALL 2021).

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**FTI-Andersch**, Dr. Christoph Schuler (Director), Stanko Kondic (Manager): Liquidity Planning and Working Capital Management, in MAN 654 Corporate Restructuring (SPRING 2021).

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**FTI-Andersch**, Lukas Thesker, Direktor, & Karin Newger, Senior Consultant: Digital Strategy, in MAN 301 Strategic and International Management (FALL 2021).

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**functionHR GmbH**, Lukas Brandstetter, Co-founder: Motivation & Performance, in MAN 401 Organization & Human Resource Management (SPRING 2021).

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**Getsafe**, Maïke Klement, Chief of Staff (VP): Coordination – Control & Change, in MAN 401 Organization & Human Resource Management (SPRING 2021).

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**I & P Negotiation Consulting**, Mihai Isman, Managing Owner / MD: Conflict Management, in MAN 691 Selected Topics in Organizational Behavior (SPRING 2021).

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**ImPuls Systemische Beratung und Potenzialentwicklung**, Heribert Gathof, Co-founder and Owner, Former Member of the Board of Eckes-Granini: Innovation Strategy, in MAN 690 Innovation Management (SPRING 2021).

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**John Deere**, Dr. Thomas Peuntner, Global HR Director Europe, Near and Middle East, CIS: Organizational Structure, in MAN 401 Organization & Human Resource Management (SPRING 2021).

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**Kearney**, Dr. Peter Pfeiffer, Partner and Managing Director: Case Studies on Motivation at Work, Negotiation, Leadership, and Organizational Change, in MAN 691 Selected Topics in Organizational Behavior (SPRING 2021).

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**Knorr-Bremse AG**, Markus Helle, HR Transformation Program Manager Global: Strategic & International HRM at Knorr-Bremse, in MAN 647 Strategic and International HRM (SPRING 2021) and in MAN 352 Human Resource Management (FALL 2021).

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**KPMG**, Kai Lamkemeyer, Senior Associate – Accounting & Process Advisory, & Nicola Muttach, Manager – Accounting & Process Advisory: Groups & Teams, in MAN 401 Organization & Human Resource Management (SPRING 2021).

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**McKinsey**, Dr. Manuel Altmeier (Associate Partner) & Jakob Rüden in MAN 301 (FALL 2021).

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**McKinsey & Company**, Sabrina Göstl & Nina Mense, Senior Analyst, in CC 504 Corporate Social Responsibility (SPRING 2021).

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**Mercer**, Dr. Björn Hinderlich, Senior Principal, in MAN 648 Incentives & Performance (SPRING 2021).

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**Mercer | Promerit**, Kai Anderson, Partner: Leadership in the digital age, in MAN 645 Leadership & Motivation (FALL 2021).

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**Metzler**, Jan Rabe, Sustainable Investment Office Manager, in CC 504 Corporate Social Responsibility (FALL 2021).

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**Mosca**, Witold Nowak, Group Director Global Purchasing & Procurement, in CC 504 Corporate Social Responsibility (FALL 2021).

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**Merck KGaA**, Jonas Kölle, Head of Trademarks: Trademarks Protection in Multinationals, in MAN 693 Strategic Intellectual Property Management (FALL 2021).

Mr. Jonas Kölle is the Head of Trademarks at Merck KGaA. In his lecture this year, he discussed the role of trademark protection in the branding strategy of pharmaceuticals. Brands help in building customer trust and are extremely valuable for pharma companies to secure price premiums over generics. However, finding good brand names for compounds is particularly challenging, not only because they must conform with the company's marketing preferences and lend themselves to linguistic translation, but also because the brands have to meet the legal requirements of trademark protection. Mr. Kölle discussed how both strategic and regulatory concerns can be addressed in the filing of trademarks to protect brand names, for instance, by placing particular emphasis on the timing of filing, involving experts from different areas in the process of developing the name, and planning for failure by identifying alternatives.

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**People Consulting**, Martin Claßen, Founder, in MAN 646 HR Analytics (FALL 2021).

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**Porsche AG**, Dr. Sebastian Rudolph, Vice President Communications, Sustainability and Politics, in MAN 683 Sustainability Communication (FALL 2021).

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**PERI**, Andreas Mayer, Head of Sustainability, in CC 504 Corporate Social Responsibility (SPRING 2021).

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**Premium Cola**, Uwe Lübbermann, Central Moderator, in CC 504 Corporate Social Responsibility (SPRING 2021).

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**Prezero**, Anna Frankenberg, Corporate Social Responsibility Manager, in CC 504 Corporate Social Responsibility (FALL 2021).

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**Robert Bosch GmbH**, Uwe Raschke, Member of the Board of Management, in MAN 645 Leadership & Motivation (FALL 2021).

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**SAP SE**, Dr. Gabriel Wiskemann, VP, Global HR, in MAN 648 Incentives and Performance (SPRING 2021).

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**SAP SE**, Claus von Riegen, Vice President, Head of Business Model Innovation: Innovation at SAP & Internal Venturing, in MAN 690 Innovation Management (SPRING 2021).

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**SAP SE**, Daniel Schmid, Chief Sustainability Officer, in CC 504 Corporate Social Responsibility (SPRING 2021).

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**Scholz & Friends**, Norbert Taubken, Partner, in CC 504 Corporate Social Responsibility (FALL 2021).

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**Senat der Wirtschaft**, Apurva Gosalia, Corporate Sustainability Management: in MAN 681 Climate Change and Decarbonization (FALL 2021).

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**Siemens Advanta Consulting**, Dr. Lisanne Kobold (Vice President), Julian Littmann (Senior Consultant): Corporate Strategy at Siemens – Insights along the corporate management model, in MAN 655 Corporate Strategy (SPRING 2021).

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**Struktur Management Partner GmbH**, Felix Schwabedal, Partner and CEO: Turnaround Management, in MAN 301 Strategic and International Management (FALL 2021).

In the winter's final exercise session of the course MAN 301 Strategic and International Management of the chair of SMEs and Entrepreneurship of Prof. Woywode, Felix Schwabedal, Partner at Struktur Management Partner GmbH and CEO of a German SME gave a guest talk. Main topic of the exercise was a case study about a former customer of Struktur Management Partner providing solutions for complex lightweight metal assemblies in the automotive, aircraft and aerospace industry.

After a brief case description and overview about the economic development of the company, the students started to analyze the business model in smaller groups in breakout rooms. Finally, opinions on how to improve the current situation of the company were shared in the plenum.

The students came up with ideas for a complete turnaround of the customer by improving liquidity, profitability and reducing complexity of the business model. Additionally, Felix showed the actual development of the company and how their proposed measures helped the company to turnaround their business.

The case study session was followed by a very interactive discussion, Q&A and networking session about the work of a consultant and general career advice regarding internships and possible future career paths.

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**Südzucker**, Dr. Volker Proffen, Materiality and Sustainability Reporting, in MAN 682 Materiality, Risk Assessment, and Sustainability Reporting (FALL 2021).

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**TecAlliance & Capgemini Invent**, Marcel Aurnhammer, Lead Global Business Applications and Processes, & Timo Sommerfeld, Manager – Digital IT Strategy & Transformation: Organization Design for Digitalization, in MAN 401 Organization & Human Resource Management (SPRING 2021).

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**Value Balancing Alliance**, Christian Heller VBA, CEO, in CC 504 Corporate Social Responsibility (SPRING 2021).

In the spring term's final session of the lecture series CC 504 Corporate Social Responsibility of the Chair of Sustainable Business, Christian Heller, CEO of the Value Balancing Alliance gave a guest talk. His main points: given the grand challenges that we are facing, we should rethink how we value a company's activities to steer the transition towards a more sustainable economy. In the future, valuation approaches should take into account non-financial impacts like companies' effects on people and planet, measured in a standardized and, thus, comparable way. This will be the major factor in the transformation of our economies because it will allow decision-makers to act consciously. However, while political action like the EU taxonomy is desirable and necessary, the current pace is very fast - probably too fast for companies to implement the new regulation. Please find the full talk as well as recordings of past guest lectures here: <https://lnkd.in/d8syrAy>




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**ThyssenKrupp Management Consulting**, Dr. Alexander Just, Managing Director, Thilo Städtler, Project Manager, & Dennis Handan, Consultant: Corporate Transformation, in MAN 301 Strategic and International Management (FALL 2021).

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**Zurich Insurance**, Ralf Büchsenschuss, Global Head of Organizational Design, in MAN 646 HR Analytics (FALL 2021).

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## OUTLOOK 2022



### Sustainability Management Monitor – First edition published in 2021, subsequent editions planned for 2022 and beyond

Jointly with the Peer School for Sustainable Development and the Bertelsmann Stiftung, the Chair of Sustainable Business conducted a survey of 51 sustainability managers of Germany's biggest enterprises. The findings – published in the Sustainability Management Monitor – provide evidence around the sustainable transformation of companies and thus facilitate the shift to greener business practices. The central result of the survey is

that for more than half of the participating companies the topic of sustainability shifted from being a niche issue to being under the responsibility of the board or management. But not only in terms of positioning, but also in terms of content, sustainability is gaining importance. With a wide range of topics and challenges, i.e. decarbonizing the economy or reduction of emissions, new managerial competencies and resources are needed. From now

onwards the survey will be repeated annually as a panel study.

The recently published first edition of the Sustainability Management Monitor is free of charge and can be downloaded here:

<https://www.bertelsmann-stiftung.de/de/publikationen/publikation/did/sustainability-monitor-all>

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