

MANNHEIM AREA MANAGEMENT NEWS



Members of the Area Management in December 2023

Source: Katrin Glückler

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Dear Readers,

Welcome to Area Management News 2023. We appreciate your interest in the activities of our chairs and research groups, which you can read about in the following pages. Following the format of previous years' issues, you will find, among other things, reports on events conducted by Area members, research projects, collaborations, publications, awards and presentations, teaching activities, and information about Area members.

The year 2023 was challenging in many ways. For example, due to the vacancy created in the Sustainable Business Chair, we had to firstly continue teaching courses and secondly recruit a suitable personality to fill the gap. We are very confident that by the fall-winter semester of 2024, the person we have in mind will join us.

Furthermore, the year 2023 also means a milestone for the Area Management, because after decades of "spatial fragmentation" we could now completely occupy the 2nd floor of the "Ehrenhof Ost (EO)" after its successful renova-

tion, so that the Area is now also spatially close together. We are very happy about this circumstance, which facilitates and promotes a fruitful cooperation and we are grateful to the dean's office and the university administration that this was made possible.

Fortunately, the Covid 19 crisis is over and not only the students but also the faculty members are more than relieved that we have now returned to face-to-face teaching. "Education through science" – in my personal view the central characteristic of the university as an institution in the area of teaching – after all, only really works through personal exchange, through intensive discussions between teachers and students as they wrestle over the best arguments. Moreover, campus life and social exchange are an indispensable part of a fulfilling and horizon-expanding university experience. Nevertheless, we learned many things during the pandemic that we will take with us into the "post-covid era". This includes, for example, inverted classroom- and hybrid teaching-formats, which enrich our pedagogical-

dactic repertoire compared to the "pre-covid era", which the students appreciate very much.

Also, in the field of research, i. e. the search for truth and the answering of scientific questions, in the age of frequently interdisciplinary and multi-personal research (projects), personal togetherness is needed, even if we have certainly also learned to appreciate the advantages of home office solutions and the free space so important for scientific thinking and working and the equally relevant peace and quiet during the pandemic. In this respect, we are also trying to implement the best of both times – those before and those during Corona – for the "new" time that has now dawned in our everyday scientific life.

Finally, I wish you an exciting, interesting and hopefully inspiring read, thanks for your interest.

Prof. Dr. Bernd Helmig
Speaker of the Area Management

NEWS

Prof. Dr. Bernd Helmig Re-Elected as Vice President of DHV

Prof. Dr. Bernd Helmig was re-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 April 4th, 2023.

The German Association of University Professors and Lecturers (Deutscher Hochschulverband DHV) represents more than 33,000 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 Gr-



Source: Federic Hemler

many. 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.

<https://www.hochschulverband.de/aktuelles-termine/dhv-hat-einen-neuen-praesidenten>

Dr. Marc Lerchenmüller completed mid-term evaluation successfully

Dr. Lerchenmüller successfully completed the mid-term evaluation process for his Assistant Professorship in Technological Innovation and Management Science in May 2023. As part of this process, he presented joint work with Prof. Dr. Karin Hoisl and Dr. Leo Schmallenbach, examining the effect of mentor gender on the evaluation of protégés. Briefly, this work demonstrates that protégés of women mentors, relative to men mentors, experience a citation discount for work of similar quality. The authors found no evidence of this discount being driven by selection effects (i.e., students of different capabilities differentially matching to mentors of different genders). Rather, the data indicate that, for similar quality of work, a citation dis-



Source: Konrad Gös

count is transferred from the mentor to the junior if the mentor is a woman. While citation discounts for women scientists have been documented in the literature, this study makes a contribution by showing that such a discount can transcend to the next generation.

Beyond this specific project, Dr. Lerchenmüller also provided an overview of his research portfolio on the economics and sociology of science and technology. Another example of his recent work pertains to the geography of Artificial Intelligence. After successfully completing the evaluation, Dr. Lerchenmüller is looking forward to his second term as an Assistant Professor at the University of Mannheim.

Dr. Katja Dlouhy appointed to New Roles

Katja Dlouhy has been elected as Representative-at-Large for the Careers Division of the Academy of Management for a three-year term. Furthermore, she has been appointed as Associate Editor

at Applied Psychology: An International Review, and invited to continue her term as Editorial Board Member at Human Resource Management (FT50 journal).



Source: Anna Logue

Prof. Dr. Karin Hoisl appointed as Area Representative on the Junior Faculty Committee for another three years

Prof. Dr. Karin Hoisl has been re-elected to the Junior Faculty Committee of the Faculty of Business for a third time in the summer of 2023. She took on this role in 2017, the founding year of the Junior Faculty Committee. The Junior Faculty Committee is chaired by the Vice Dean, Prof. Dr. Jannis Bischof, and has one member from each area, currently: Prof. Dr. Erik Theissen, Prof. Dr. Andreas Rausch, Prof. Dr. Hartmut Höhle, Prof. Dr. Florian Kraus, Prof. Dr. Cornelia Schön-Peterson, and Prof. Dr. Karin Hoisl. The

members are appointed by the All Faculty Meeting (Konvent). The Junior Faculty Committee aims to support Mannheim's strategic goal of expanding its research-active junior faculty both internally and externally. To this end, the Junior Faculty Committee is involved in reviewing the cases of junior faculty on all junior career paths and at all stages of their careers. Professor Hoisl looks forward to continuing to be a part of the Junior Faculty Committee and is aware of the great responsibility it has for young researchers' careers.



Source: Anna Logue

ifm contributes to the Strategy dialogue on "Affordable Housing and innovative Construction"

The Institute of SME Research (ifm) at Mannheim University has actively participated in the state government of Baden-Württemberg's strategy dialogue on "Affordable Housing and Innovative Construction" since the beginning of 2023. The overarching objective of this dialogue is to establish conditions conducive to the development of more affordable housing in Baden-Württemberg, enhance the environmental sustainability of construction practices, and promote the digital transformation of the construction industry.

At the core of the strategy dialogue are specialized working groups that concentrate on key thematic areas, acting as platforms to achieve specific objectives. Within these groups, tasks are formulated and processed through the collaborative engagement of relevant stakeholders from the realms of business, research, and politics.

To enhance the knowledge diffusion within the construction industry, there is amongst others a strong need for fostering connections among industry stakeholders and for developing innovative

knowledge transfer formats. Accordingly, a team from ifm is actively contributing its experiences and research findings to the "Knowledge Transfer, Networking, and Exchange" working group as part of the strategy dialogue.

For further details on the strategy dialogue, please refer to the following link: <https://www.sdb-bw.de/>



Dr. Claudia Rossetti joins Applied Psychology: An International Review's Editorial Board

Dr. Claudia Rossetti joined the Editorial Board of Applied Psychology: An International Review in September 2023. The journal publishes rigorous quantitative and qualitative research aimed at developing, testing, or advancing psychological theory, research, and practice in work, organizational, and other applied settings. The journal's publications span various fields, including organizational behavior, human resource management,

and careers research, among others. Applied Psychology: An International Review is one of the two official journals of the International Association of Applied Psychology (IAAP), the oldest worldwide association of scholars and practitioners of the discipline of psychology (founded in 1920).



Source: Federic Helmer

Prof. Dr. Karin Hoisl takes over CDSB Program Management from Prof. Dr. Bernd Helmig

Prof. Dr. Karin Hoisl again took over the program management of the Management Track at the Center for Doctoral Studies in Business (CDSB) of the Graduate School of Economic and Social Sciences (GESS). She previously held this role from 2017 to 2019 and is looking forward to working with the other Program Directors, Prof. Dr. Hartmut Höhle, Prof. Dr. Holger Daske, Prof. Dr. Stefan Ruenzi, Prof. Dr. Armin Heinzl, Prof. Dr. Florian Stahl, Prof. Dr. Moritz Fleischmann, and Prof. Dr. Johannes Voget, as well as the



Source: Anna Logue

GESS Director, Dr. Golareh Khalilpour, in preparing doctoral students for academic positions at leading institutions worldwide. The GESS not only provides doctoral students with an ideal environment to learn and achieve excellence in their fields of research but also offers them a unique network and a place to grow and make friends for life. Professor Hoisl's goal is to continuously develop the Management Track to make it even more attractive to the best doctoral students worldwide.

Prof. Dr. Matthias Brauer appointed as member of the board for Strategic Management of the VHB

Prof. Dr. Matthias Brauer has been appointed as member of the board of the Commission for Strategic Management (WK Strategie) of the Verband der Hochschullehrerinnen und Hochschullehrer für Betriebswirtschaft e.V. (VHB), the leading academic association for business studies in the German-speaking world.



Source: Stefan Leifken

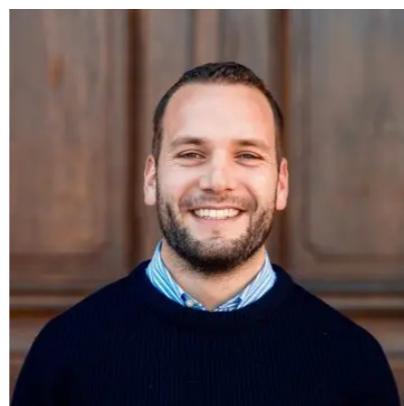
Prof. Dr. Matthias Brauer continues terms on editorial review boards

Prof. Dr. Matthias Brauer has been invited to continue his terms on the editorial review boards of the Journal of Management and Academy of Management Discoveries – two of the most prestigious strategy journals in the field of strategic management.

Leo Schmallenbach becomes part of the Networking Sponsorship Connex by the Hans-Riegel-Foundation

With the interdisciplinary research project on the „Gender Attention Gap“, Leo Schmallenbach becomes part of the Networking Sponsorship “Connex” by the Dr. Hans-Riegel-Foundation, Bonn. Connex is a funding programme for interdisciplinary cooperation between economists and social scientists with other disciplines in Germany and Europe. The funded project is part of a broader research program involving a multidisciplinary team of researchers from busi-

ness studies, economics, and cardiology at the University of Heidelberg and the University of Mannheim. The program aims to employ analytical methods from economics to large scale publication data from the life sciences to better understand the antecedents and consequences of the gender gap in medicine.



Source: Felix Zeiffer

Prof. Dr. Karin Hoisl elected to the University Council for a second term

Prof. Dr. Karin Hoisl has been re-elected to the University Council of the University of Mannheim for a second three-year term. The University Council is the supervisory and control body of the University and is responsible for the development of the University.

The University Council consists of nine elected members. Four members are members of the University (Prof. Dr.

Matthias Krause, Chair of Theoretical Computer Science; Prof. Dr. Karin Hoisl, Chair of Organization and Innovation, Dr. Stefan Janke, Chair of Educational Psychology, Tim Neubauer, student member), while five members come from external institutions and companies (Chair: Margret Suckale, a former member of the board of BASF SE; Prof. Dr. Jutta Allmendinger, President of the Social Sci-

ence Research Centre Berlin (WZB), Dr. Lorenz Näger, former CFO of Heidelberg Cement, Dr. Nina Schwab-Hautzinger, Corporate Communications & Government Relations BASF SE, and Prof. Dr. Michèle Wessa, Professor of Clinical Psychology and Neuropsychology at the University of Mainz). Prof. Hoisl is honored to take on this position for another three years.

Outstanding ranking for ESSEC & Mannheim Executive MBA



Source: Mannheim Business School

In the 2023 Financial Times (FT) Ranking, the ESSEC & Mannheim Executive MBA was ranked #15 worldwide and thereby achieved its best ranking ever. Thereby,

the program's upward trend continues, as it climbed 12 spots from last year, a recognition of continued program improvements. The Mannheim Executive MBA showed an even more impressive surge in the FT ranking. It climbed 27 places and is now ranked #47. In his capacity as Academic Director of the Executive MBA programs at Mannheim Business School, Prof. Dr. Matthias Brauer would like to take these outstanding ranking results as an opportunity to thank all program participants (past and present), industry partners, faculty and

Frédéric Merck, Dr. Nina Landauer and Prof. Dr. Matthias Brauer



Source: Frédéric Merck

staff members at MBS for their commitment to excellence.

Social economy science as a means of addressing the biggest societal challenges

Dominika Wruk co-edited a pioneering new book that provides the first comprehensive analysis of why and how social economy organisations drive systemic change, foster resilience and create superior value for society. Based on extensive empirical research, with a strong practical and policy component, the book draws on organizational theory and transition studies



to provide a systematic perspective on complex multi-stakeholder forms of action. It discusses the social economy's role in promoting innovation for impact, as well as its role as an agent of societal change and as a partner to businesses, governments, and citizens.

Social Economy Science: Transforming the Economy and Making Society More Resilient

<https://global.oup.com/academic/product/social-economy-science-9780192868343?cc=de&lang=en&>

- Brings together insights from two distinct fields of research - organizational theory and transition studies
- Highlights the importance of social economy science as a means of addressing the biggest societal challenges
- Based on extensive empirical research, with a strong practical and policy component
- An open access title available under the terms of a CC BY-NC-ND 4.0 International licence.

EVENTS AND STARTUP INCUBATORS

Mannheim Castle Days 2023: A Conference on Entrepreneurship and Family Firms

The Mannheim Castle Days 2023 took place from July 20th to 21st, where the historic campus of Mannheim University's Baroque Castle was the host of about 30 guests on an Interdisciplinary research conference on entrepreneurship and Family Firms. The event was dedicated to promoting research, education, and collaboration in the field of family business and entrepreneurship - with a special focus on young scholars that are new to the field as well as interested students. That is why there was no conference fee and speakers enjoyed complimentary high-class hotel accommodation.

Our mission with the Mannheim Castle Days is to cultivate a vibrant community, tackling the distinctive challenges and opportunities encountered by family-run enterprises and entrepreneurial ventures. This endeavor extends beyond academic exchange, fostering social connections to nurture scholarly friendships and a supportive community. The diverse sessions provided a remarkable platform for networking and building connections among participants passionate about an academic career.

Each participant presented about ten minutes; afterwards, all participants had

Participants of the Mannheim Castle Days



Source: ifm

the opportunity to ask questions or provide constructive comments about the presentation.

Highlights of the event included several special awards:

Best Article: The Impact of Gender Bias on Investment Decisions in Entrepreneurial Equity Finance - A Systematic Literature Review, presented by Kevin Koziol & Maja Schmitz (University of Passau)

Most Innovative Article: Valuation Effects of Different Buyout Sponsors: A Comparison of Private Equity, Private

Debt, and Family Offices, presented by: Anna Schulze (Trier University)

Best Discussant: Prof Nataly Drozd (Taras Shevchenko National University of Kyiv)

Best Article Idea: Intangibles at Core? – The Influence of Intra-family Succession Versus External Succession on Social Capital in Family Businesses, presented by Eva Dötschel (FAU Erlangen-Nürnberg)

Notably, Editors of Management Review Quarterly & Journal of Family Business Strategy graced the occasion.

MCEI (Mannheim Center for Entrepreneurship and Innovation) has been looking back on a very successful year 2023. In cooperation with the Chair of SME Research and Entrepreneurship we have been holding several successful courses on entrepreneurship. At the flagship lectures MAN 630 Introduction to Entrepreneurship and MAN 632 Advanced Entrepreneurship students acquired a comprehensive understanding of entrepreneurship, encompassing both theoretical foundations and practical applications. The lectures were accompanied by a strong lineup of distinguished guest speakers like Lea-Sophie Cramer of Amorelie, Dr. Michael Hoeck from Earlybird Venture Capital, or Dr. Jan Kinne

MCEI activities in 2023

Erika Ni and Thomas Hipp welcoming entrepreneurship students



Source: MCEI

from ISTARI.AI, to name only a view. In our flagship applied course, MAN 631 Creativity and Entrepreneurship in Practice, students embarked on a journey into the realms of innovation and entrepreneurship. Throughout the semester, participants not only delved into the conceptual foundations of starting a venture but also translated their new knowledge into starting their own startups. Further, we also offered courses on more specialized topics namely MAN 634 Entrepreneurial Behavior and Crowdfunding Social Ventures on master level and MAN 458 Crowdfunding for Ecological Entrepreneurship on bachelor level.

Out of the lecture hall, we continued our series of inspirational events. With seven

MCEI Startup Lounges we had the honor of hosting and presenting a multitude of different startups from the Rhein-Neckar ecosystem over the past year. The evening events were held at Agata Café in Mafinex Technology Center and some featured a co-host like MARCIE or Q-Summit to deepen the cooperation in the local ecosystem. We also hosted two MCEI Founder Talks with distinguished founders to inspire the next generation at the University of Mannheim and in the local ecosystem.

We are also looking back on a year of tight cooperation with our partners. First of all, we want to name the 2023 Q-Summit, which has been a great success again. MCEI was part of the Q-Summit as

sponsor and with our MCEI tent in the Innovillage located in the University's Schneckenhof. We are looking forward to the next Q-Summit 2024. Further we have intensified the cooperation with other student initiatives like Enactus or Thinc! as well as with the Mannheim University of Applied Science, the University of Heidelberg and the KIT in different formats and projects. Further we are deeply engaged in the Deep Tech Hub, the KI Garage, the Mannheim Research Group in Culture, Innovation & Entrepreneurship (MARCIE), ENGAGE.EU, and TransformA.

Get further information about our activities and courses on

<https://www.mcei.de/>

Amazing year for the KI-Garage

KI-Garage had an amazing run the past year. The common project between the MCEI (Mannheim Center for Entrepreneurship and Innovation) at the University of Mannheim, the Technologiepark Heidelberg, and the KIT Innovation has been fostering artificial intelligence startups in the state of Baden-Württemberg since its inception in 2020. Funded by the Baden-Württemberg Foundation, the project embarked on its third year and was standing strong. With an extensive network of business coaches and AI specialists the KI-Garage set out to finish its second and start its third iteration of its outlined schedule. In the first part of the year, the second AI Rise accelerator program was held. Over three months a select group of AI startups from Baden-Württemberg received coaching and mentoring matched to the individual needs of startups in the scaling phase. The AI rise accelerator concluded with the Demo Day and pitches of the eight finalists in Stuttgart

in June. After the conclusion of AI Rise the program went to the third iteration of its program schedule. With another sensibilization phase which intensified

Participants of the ai rise demo day



Source: Ferdinandolannone

over the summer months, the KI Garage was involved in several events to extend its reach and mission. Special highlights were the TeamUp Event in July with Cyberforum and the workshop organized for the Bodensee Youth Conference in

October. In fall the third iteration of the Network Accelerator program commenced with the focus on early-stage AI startups. Also from Baden-Württemberg, the startups are in the process of validating their business idea and shaping their business model. They are accompanied in the accelerator program by a strong lineup of business coaches helping them on the business side of their ventures as well as AI mentors to support them in the further development of their underlying technology. Over the three months in the program, they had time to advance their businesses and concluded the program with a pitch at the demo day in Karlsruhe in January 2024. Judged by an expert jury the winner team will automatically qualify for a wild card to the upcoming AI Rise program while all other startups are as well invited to apply. KI Garage will start its next AI Rise accelerator in spring with continuing involvement of MCEI.

INSIGHT INTO RECENT RESEARCH PUBLICATIONS

The Incongruity of Misfit: A Systematic Literature Review and Research Agenda

For decades, research on person–environment (P-E) fit has been a prevalent topic, emphasizing alignment between employees and the work environment and the accompanying positive consequences that flow from good fit. However, given the frequency of change and volatility experienced in organizations, it is far more likely that individuals, work groups, and organizations will sporadically experience misfit with various aspects of the environment. This recognition has led to steady growth in misfit research, but this literature lacks conceptual clarity, provides differing views on the interplay between fit and misfit, and as a result, insights on the consequences of misfit are fragmented.

To address these shortcomings, Prof. Dr. Bernd Helmig (University of Mannheim), Prof. Dr. Benedikt Englert (formerly University of Mannheim, now Federal University of Applied Administrative Sciences, Mannheim), Ass.-Prof. Dr. Martin Sievert (formerly University of Mannheim, now Leiden University, NL), and Prof. Dr. Karen Jansen (University of Reading, UK), conducted a systematic review of the misfit literature and analyzed 106 scholarly articles published between 1981 and 2021.

Their review offers three key contributions. First, they identify four distinct conceptualizations of misfit from the literature and then offer an integrative

definition of misfit. Second, the authors provide a multi-level synthesis of the antecedents and outcomes of misfit that highlights the need for more cross-level and multi-level research. Third, a rich and detailed agenda of future research to further enhance our knowledge of misfit as a concept distinct from its P-E fit roots is laid out.

The paper is published in the journal *Human Relations* which belongs to the FT50 Journals and has a remarkable five-year impact factor of 6.6. You can access the paper via free online access here:

<https://journals.sagepub.com/doi/epub/10.1177/00187267231187751>

Under Pressure: Social Information on Reference Groups and its Influence on Volunteering Intention—A Survey Experiment

Voluntary contributions are a crucial resource for nonprofit organizations and challenging to acquire. Social information on other people's contributions has been found to positively influence individual giving behavior. However, a clear understanding how social information reference groups impact volunteering intentions is missing.

Drawing on social comparison theory, Prof. Dr. Bernd Helmig, Dr. Maren Rottler (both University of Mannheim), and Magdalena Henninger (formerly University of Mannheim) conducted a survey experiment with variations in social information reference groups to shed light on mechanisms within social comparison processes in volunteering.



Results show that volunteering intention increases when social information refers to reference groups similar to recipients (ingroups) compared with reference groups without similarities (outgroups). This effect is mediated by group

identification. In contrast, shifts in volunteering aspiration are anchored by observed performance levels and independent of reference groups.

The study contributes to the social information literature and suggests the need to distinguish different forms of social information to understand social comparison processes in volunteering, relevant for researchers and practitioners alike.

The paper is published in the journal *Nonprofit and Voluntary Sector Quarterly* (NVSQ) which belongs to the top Journals in the field of nonprofit research. You can access the paper via free online access here:

<https://journals.sagepub.com/doi/epub/10.1177/08997640231172209>

The dark side of signals: Patents protecting radical inventions and venture capital investments

In a recent article published in the journal *Research Policy*, Prof. Dr. Karin Hoisl and Dr. Nico Zeiner, along with Prof. Massimo Colombo and Prof. Massimiliano Guerini (Politecnico di Milano), investigate when young firms with patents protecting radical inventions become attractive investment targets for venture capital (VC) investors.

Patents protecting radical inventions convey both positive and negative information, i.e., high profit potential but also

a high risk of failure. Econometric estimates from a matched sample of 759 young life science firms and 555 VC investors suggest that these signals are particularly attractive to reputable VC investors, who not only value their high quality but are also better able to deal with their dark side than other investors through syndication.

Further, these effects are more pronounced in the first round of financing than in subsequent rounds, as informa-

tion asymmetries between young firms and potential VC investors diminish over time.

Reference: Colombo, M. G., Guerini, M., Hoisl, K., & Zeiner, N. M. (2023). The dark side of signals: Patents protecting radical inventions and venture capital investments. *Research Policy*, 52(5), 104741,

<https://www.sciencedirect.com/science/article/abs/pii/S0048733323000252#pre-view-section-abstract>

Gender disparities in altmetric attention scores for cardiovascular research

Prof. Dr. Marc Lerchenmüller and Dr. Leo Schmallenbach, along with Dr. Maximilian Bley and Dr. Carolin Lerchenmüller (Heidelberg University), published a new article in the journal *Nature Communications Biology*. The study unveils gender disparities in the recognition of scientific contributions.

The research team analyzed over 6,000 articles published in the top five cardiology and cardiovascular journals between 2015 and 2021. The



Source: Konrad Gös

authors used the Altmetric Attention Score (ASS) to measure the attention these articles received (e.g., on social media or in the news). Articles by women first and last authors experienced 11.2% and 8.7% lower Altmetric Attention Scores, respectively.

The reduced attention to research by women primarily stemmed from social media and was correlated

with fewer citations. Of note, this correlation between attention and citations also appears to be gendered: women authors received up to 20% fewer citations compared to men for articles with similar levels of attention.

Reference: Lerchenmueller, M.J., Schmallenbach, L., Bley, M. & Lerchenmueller, C. (2023). Gender disparities in altmetric attention scores for cardiovascular research. *Communications Biology*, 6, 741 (2023),

<https://doi.org/10.1038/s42003-023-05058-9>

Unpacking the effects of burdensome state actions on citizens' policy perceptions

Jonas Bruder, together with the former Mannheim doctoral student Martin Sievert (Leiden University, NL), recently published an experimental study in "Public Administration". Examining the case of unemployment benefits, the article investigates whether and how exposure to learning demands, compliance demands, and sanctions affects citizens' prejudices against beneficiaries, policy support, and the perceived legitimacy of the responsible state agency. The study consisted of a

randomized factorial survey experiment and manipulated the conceptually distinct state actions implemented in German unemployment benefits. The results from a sample of 1.602 German citizens, collected via the nonprofit-oriented SoSci-Panel, indicate that those confronted with program sanctions exhibit less policy support and expect higher policy spending. Similarly, sanctions decreased the Federal Employment Agency's perceived legitimacy.

These results have implications for research on administrative burden, policy feedback, and organizational legitimacy. Furthermore, practitioners and policymakers should consider whether program sanctions are a real necessity because they may evoke unintended and adverse policy feedback effects.

The study was preregistered at the Open Science Framework (<https://osf.io/7p8am>) and is published open access (<https://doi.org/10.1111/padm.12957>).

Managing the “Downside” of Downsizing: Firms' Impression Offsetting around Downsizing Announcements

Counter to conventional wisdom, investors react negatively to announcements by firms to downsize their workforce. This begs the question whether and how top managers of downsizing firms try to attenuate the negative investor reaction to preserve investors' vital support. In a recently published article in the internationally renowned *Journal of Management Studies*, Prof. Dr. Matthias Brauer and Louis Vandepoele shed light on this critical question.

In one of the most comprehensive empirical studies on workforce downsizing in management research so far, they find that the release of other positive news simultaneously to a downsizing announcement – an impression management tactic known as impression offsetting – is a common and effective influence tactic that

averts significant declines in capital market valuation around downsizing announcements. Thereby, their study extends the scarce research on impression management around downsizing and is first to show how managers attempt to attenuate investors' negative reaction to downsizing announcements.

Further, it advances prior research on impression offsetting by unpacking through which causal mechanisms impression offsetting influences investor perceptions and by challenging the assumption of prior studies that all types of positive information are equally effective in offsetting investors' negative impressions. The paper also provides several important lessons learned for managers of firms forced to downsize, for investors as well as



Source: Adobe Stock

for other relevant stakeholders, such as trade unions.

Read the full article to learn more about the financial effects of impression offsetting and more details on what kind of news investors react to most positively and why.

Reference: Brauer, M., & Vandepoele, L. (2023). Managing the “Downside” of Downsizing: Firms' Impression Offsetting around Downsizing Announcements. *Journal of Management Studies*, forthcoming. <http://doi.org/10.1111/joms.13024>

Turnaround study by Marc Kowalick and Jan-Philipp Ahrens published in *Journal of Management Studies*

Marc Kowalick and Jan-Philipp Ahrens (both at University of Mannheim's Chair of SME Research and Entrepreneurship, and the ifm), have published a paper in the renowned *Journal of Management Studies* together with Jochim G. Lauterbach (TU Munich) and Yi Tang (Hong Kong University). In their paper, they assess the performance implications of CEO overconfidence across incumbent chief executives who have been responsible for organizational decline and successor CEOs appointed in dire straits.

As a well-studied executive bias, CEO overconfidence usually has negative connotations – although empirical evidence of its performance effects remains inconclusive. To advance our understanding on the performance implications of this “mother of all biases,” the authors hence focused on a context that places great demands on a CEO's proficiency: turnaround situations.



In their paper, they argue that the performance implications of CEO overconfidence depend on whether the overconfident CEO is the one who steered the firm into crisis or a successor CEO hired to reverse organizational decline. Using data on turnaround cases of S&P 1500 firms since 1992, they show that incumbent CEO overconfidence hurts turnaround performance – especially when the overconfident incumbent also has discretion as the board chair. Correspondingly, their results suggest that it is beneficial to replace overconfident in-

cumbent CEOs, especially when they also chair the board. By contrast, given the departure of the incumbent CEO, overconfident successors seem to be able to capitalize on the underappreciated benefits of their cognitive bias to improve turnaround performance.

CEO overconfidence can thus have both negative and positive effects on firm performance in a single setting, emphasizing the need to carefully evaluate the upsides and downsides to the idiosyncratic givens that CEOs bring to administrative situations.

Reference: Kowalick, M., Ahrens, J.-P., Lauterbach, J., & Tang, Y.: Overconfident CEOs in Dire Straits: How Incumbent and Successor CEOs' Overconfidence Affects Firm Turnaround Performance. *Journal of Management Studies*, <https://doi.org/10.1111/joms.12962>

CURRENT RESEARCH PROJECTS

Unearthing the Research Treasure of Longitudinal Website Data: A Database, Codebase, and step-by-step Tutorial

Richard F.J. Haans & Marc J. Mertens

The *linguistic turn* in management research has led to a surge in scholarly interest in the analysis of textual data. Prominent data sources include interviews, keynotes, press releases, annual reports, and strategy documents. Likewise, firm websites are valuable due to their widespread availability and unique content. Specifically, website data have been utilized to study firms' strategies, identities, innovativeness, and networks.

However, next to the technical challenge of accessing, extracting, and saving (“scraping”) websites at scale, only the most recent website version is displayed to visitors, resulting in either cross-sectional data or requiring researchers to wait years to build longitudinal datasets. The Wayback Machine, a non-profit organization that has archived over 800 billion websites since 1996, can be utilized to overcome the latter challenge.

Therefore, Professor Richard F.J. Haans (Erasmus University Rotterdam) and Marc J. Mertens (Chair of Strategic & International Management, University of Mannheim) set out to make historical website versions accessible to researchers. Specifically, they scraped the Wayback Machine's archive, retrieving all available historic websites of North American firms listed in Compustat be-



Source: Katrin Glücker

tween 1996 and 2020—covering 11,626 firms with 98,823 firm/year observations and 2,007,146 webpages. The retrieval required 1,000 computing hours, in part because frontpages (i.e., home/landing pages) and all subpages that are accessible via one click were scraped. The resulting database will be publicly available and can easily be merged, for example, with firm financials from Compustat.

Moreover, the authors' Python code that was used to create this database and extensive user documentation will be open-sourced, enabling researchers to scrape historical versions of any website. Therefore, scholars can obtain longitudinal website data of organizations for which other textual data sources may be unavailable, such as small- and medium-sized enterprises and non-profit organizations.

Lastly, the authors discuss the four steps of website data research, supplemented

with best practices from published work and an exemplary empirical application. **Step 1: Sample construction**, for example, discusses the relevance of legal due diligence at the start of website projects. **Step 2: Data collection** details the intricacies of scraping

websites' frontpages and (all) subpages with the open-source codebase. **Step 3: Data cleaning**, which is likewise fully integrated into the codebase, covers the data management pipeline of excluding websites with invalid content or a non-focal language, removing ubiquitous and highly infrequent words, etc. **Step 4: Data description and analysis** outlines the importance of assessing data coverage, focusing on sample selection.

As a result, the project strives to support researchers in advancing the linguistic turn in management research by removing technical barriers and facilitating access to longitudinal website data at scale. The paper, including the open-source database and codebase, could become available as early as Spring 2024, following the ongoing revision process at a leading management journal. For those who cannot wait to learn more, feel free to reach out to

marc.mertens@uni-mannheim.de.

The (mis)use of Google Trends data in the social sciences – A systematic review, critique, and recommendations

Florian Keusch, Johanna Mehtretter & Christoph Sajons

While surveys are still the most commonly used data collection method in the social sciences, declining response rates and concerns about erroneous responses have led researchers to experiment with novel digital data about human thoughts and behavior. One of these novel data sources is Google Trends. For any term of interest, Google Trends provides aggregated information on the relative frequency of searches across regions and over time based on a randomly drawn sample of all queries conducted

on Google. The data are available at much more fine-grained time and geographic units than survey data and can be retrieved immediately and free of charge by everyone. Additionally, information from Google Trends is less prone to recall errors and social desirability, which can substantially bias traditional survey data, especially in the case of sensitive topics. On the downside, some researchers point to issues of transparency and reliability of the sampling procedure and potential limitations in the generalizability

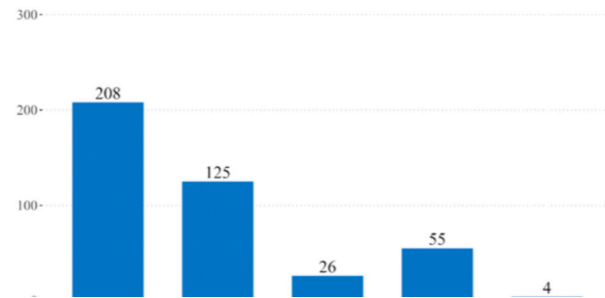
of the obtained information. It is also often unclear how validly the selected search terms reflect the constructs of interest. Failing to account for these issues casts doubt on the accuracy and robustness of the results obtained from Google Trends.

In this paper, which was supported by the Fritz-Thyssen-Foundation, ifm researcher Dr. Christoph Sajons and his colleagues Johanna Mehtretter and Prof. Dr. Florian Keusch from the Mannheim

Centre of European Social Research (MZES) present the benefits and challenges of using Google Trends data for scientific work and examine how the existing literature in the social sciences deals with the identified challenges. The results of their systematic review of the existing literature up until the end of 2021 show a large increase in the use of Google Trends for research purposes over the past decade. The reviewed studies take advantage of the different benefits of Google Trends data to examine a large variety of topics, geographical regions, and time periods. The large majority, however, fails to adequately account for or at least acknowledge the methodological challenges inherent to Google Trends data. In total, only four out of the 360 studies examined (just 1.1 percent of the paper's database!) deal with all of the issues discussed above in a satisfactory way.

Given the sobering findings of the systematic review, the authors call for the discipline to take a step back and try to improve the work with Google Trends data in three directions. First, before using Google

Number of studies in the systematic review considering the challenges of using Google Trends data



Trends to answer substantive research questions, researchers should focus on laying the methodological groundwork to assess under what circumstances Google

Trends provides reliable and valid measures. Second, applied researchers should only consider Google Trends as a data source for their work if they are confident that they can satisfactorily address all the challenges presented in this paper and comply with further emerging quality standards. And third, journals should support and enforce this direction by looking more closely at how authors deal with the identified challenges when they assess the quality of submitted papers working with Google Trends data.

The recommendations put forth in this paper may serve as a helpful tool for researchers, editors, and reviewers along this way.

Make no mistake - Performance of Extreme Precision Tasks under Pressure and the Role of Gender

Leo Schmallenbach

In an ongoing research project, Dr. Leo Schmallenbach delves into the intriguing relationship between pressure and performance in extreme precision tasks. Extreme precision tasks combine physical exercise with high cognitive demands and can be found, for example, in firefighting, police-work or military.

Dr. Schmallenbach studies such tasks in the context of professional biathlon - an

Olympic Winter sport that combines cross-country skiing with rifle shooting. Contrary to the common belief that pressure hampers performance, this study suggests that, in extreme precision tasks, pressure may actually enhance performance by prompting individuals to focus on cognitive processes and consciously adjust their behavior.

The research also explores gender differences, revealing that women tend to out-

perform men under pressure in extreme precision tasks, as evidenced by fewer shots missed at the Olympic level compared to non-Olympic races. These findings challenge conventional notions of how pressure affects performance and shed light on the nuanced interplay between stress and success in extreme precision tasks.

Cognitive Dissonance in Hybrid Organizations: Antecedents, Consequences and the Moderating Role of B Corp Certification

Bernd Helmig & Ludwig Uhl

Managing stakeholder interests in the domains of ecological and social sustainability has become an increasingly important subject for modern-day organizations. By bridging the logic of the for-profit and non-profit sectors, hybrid organizations are one archetype of organizations that connect financial stability with social and/or ecological goals.

The research project on cognitive dissonance in hybrid organizations is embedded in the social psychology and organizational behavior literature and aims to further build an understanding of the

particularities of these organizations. The research project is conducted by Ludwig Uhl and Bernd Helmig. By building on research about hybrid organizations we hypothesize that setting hybrid goals such as pursuing a social mission while aiming to be financially profitable can create tensions for employees. Interviews with experts and practitioners confirmed that this is an issue in the daily business of hybrid organizations.

Cognitive dissonance theory is most suitable to understand how these tensions influence organizational behavior and in-

dividual well-being. We integrate both the antecedents (organizational constraints, role ambiguity, role conflict & degree of hybridity) and the consequences (job satisfaction, organizational commitment & turnover intention) of cognitive dissonance in our research model. The emerging literature stream on certification, and especially the B-Corp certification that focuses on hybrid organizations, suggests that such certifications can be used as a strategic tool and may be able to reduce tensions that arise by adhering to multiple goals. By

integrating theoretical developments and past findings in the aforementioned research streams we hypothesize that B-Corp certification positively moderates the effects of antecedents on cognitive dissonance hereby reducing cognitive dissonance in employees of hybrid organizations.

Due to the model complexity and nature of the research design, we aim to conduct a survey with employees in certified B corporations and analyze the data using PLS-SEM. We were able to acquire a renowned company as a partner and aim to start the data collection in December 2023. This study adds to the existing liter-

ature by investigating the effects that hybridity has on employees which is a blank space in existing research. Furthermore, this study helps to understand how organizations can actively engage in the reduction of cognitive dissonance in their employees by means of certification.

THIRD-PARTY FUNDS PROJECTS

Increasing the resilience of Ukrainian SMEs in the current war situation

The Russian attack has shaken up the Ukrainian business sector as it has the entire country and massively changed production and market conditions in the country. Supply chains have been impaired or are completely broken down. Entrepreneurs have had to interrupt or even abandon their businesses because their premises have been destroyed. Some of them, particularly in the regions that are particularly heavily attacked, have had to leave their ancestral regions and are now trying to rebuild their businesses in other places – if they were not drafted into the army like other men between 18 and 60 years of age to defend their country.

Thus, doing business in Ukraine is a challenging task at the moment. At the same time, there are already considerations for the reconstruction of the country in the post-war period. It seems clear that

Ukrainian entrepreneurs and SMEs will play a significant role in the reconstruction process because business activity must be rebuilt from scratch in many places and innovative solutions are needed. Given the general conditions of doing business in Ukraine at the moment, it appears equally clear that Ukrainian SMEs and entrepreneurs need help and support to maintain the entrepreneurial base of the Ukrainian economy and to provide essential goods and services to the population.

Against this background, a team of researchers from the Institute of SME Research and Entrepreneurship (ifm) of the University of Mannheim and the Centre for Economic Strategy (CES) in Kyiv received a grant from the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) to evaluate a program that aims at increasing the resilience of Ukrainian SMEs. The key research questions are: How can SME support succeed under the current conditions? What do companies need to strengthen their resilience in times of war? What measures are effective to reach these goals? The answers to these questions are sought using a broad mix of methods including qualitative interviews with relevant stakeholders and a survey of about 2,000 Ukrainian entrepreneurs with built-in experiments. The project is led by Dr. Bettina Müller and Dr. Christoph Sajons from ifm.



ifm contributes to the Strategy Dialogue on "Affordable Housing and Innovative Construction"

The Institute of SME Research (ifm) at Mannheim University has actively participated in the state government of Baden-Württemberg's strategy dialogue on "Affordable Housing and Innovative Construction" since the beginning of 2023. The overarching objective of this dialogue is to establish conditions conducive to the development of more affordable

housing in Baden-Württemberg, enhance the environmental sustainability of construction practices, and promote the digital transformation of the construction industry.

At the core of the strategy dialogue are specialized working groups that concentrate on key thematic areas, acting as platforms to achieve specific objectives.

Within these groups, tasks are formulated and processed through the collaborative engagement of relevant stakeholders from the realms of business, research, and politics.

To enhance the knowledge diffusion within the construction industry, there is amongst others a strong need for fostering connections among industry stakeholders and for developing innovative knowledge transfer formats. Accordingly, a team from ifm is actively contributing its experiences and research findings to the "Knowledge Transfer, Networking, and Exchange" working group as part of the strategy dialogue.

For further details on the strategy dialogue, please refer to the following link:

<https://www.sdb-bw.de/>

Together with researchers from ZEW, IWH, and the University of Chicago, Professor Dr. Karin Hoisl has received a Leibniz Collaborative Excellence Grant

Along with a team of renowned national and international researchers (Prof. Dr. Ufuk Akcigit, University of Chicago; Dr. Andre Diegmann, IWH; Prof. Dr. Hanna Hottenrott, ZEW and Technical University Munich; Prof. Dr. Javier Miranda, IWH and Friedrich-Schiller University Jena; Dr. Enrico De Monte, ZEW; Prof. Dr. Merih Sevilir, IWH and ESMT-Berlin), Prof. Dr. Karin Hoisl has received a Leibniz Collaborative Excellence Grant for the project "High-Growth Entrepreneurship, Innova-

tion, and the Transformation of the Economy." As part of the Leibniz Collaborative Excellence funding program, the Leibniz Association funds research projects that are particularly innovative and require collaborative networking within and outside the Leibniz Association to be successful (funding period: three years; amount of funding: 1 million euros).

The project aims to investigate entrepreneurial firms that create transformative

innovations. The work program consists of three parts. The first part will develop the microdata infrastructure needed to study entrepreneurship and firm dynamics in Germany. The second part sheds light on the activities of high-growth firms and their relationship with innovation. The third part examines the role of the competitive environment and the role of acquisitions on the creation of transformative innovations.

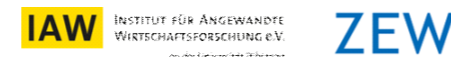
Masterplan Mittelstand BW - Modernizing economic policies in Baden-Württemberg to support the state's SMEs in challenging times

What are the biggest trends and challenges facing small and medium-sized enterprises (SMEs) in Baden-Württemberg? How should a modern economic policy for the 21st century be designed to support these companies? Scientists from the Institute for SME Research at the University of Mannheim try to answer these questions for the Ministry of Economics, Labor and Tourism of the State of Baden-Württemberg in cooperation with colleagues from ZEW Mannheim and IAW Tübingen. The goal is to develop a master plan for economic policy that lays the foundations for SMEs in Baden-Württemberg to be successful and thrive.

For this purpose, the involved researchers (the ifm team consists of Prof. Dr. Michael Woywode, Dr. Christoph Sajons, Carina Hartmann, and Leah Lind-

ner) analyze current strengths and weaknesses of small and medium-sized enterprises (SMEs) in Baden-Württemberg and identify important challenges that SMEs are facing now and for the foreseeable future. On this basis, the research team will formulate a vision as to how the economic activity of SMEs in Baden-Württemberg should develop in the medium term and how economic policy could help reaching that aim through providing the adequate economic and social environment, regulatory framework, and in some cases direct support.

A central aspect of the project is to include all relevant stakeholders as part of a state-wide dialogue process. The ifm Mannheim is in charge of this component and has organized the participation process in three different, but complementary ways: (1) By conducting more



than 20 exploratory in-depth interviews with entrepreneurs in Baden-Württemberg and representatives from science, associations and politics. (2) By collecting information through online surveys with over 1,400 companies and 77 chambers and associations on the state of companies in Baden-Württemberg and their views on economic policy and the local conditions for their economic activity. And (3), by organizing and conducting four regional workshops in the four administrative districts of Baden-Württemberg, in which entrepreneurs and key experts from politics, science and administration discussed the findings and worked on concrete recommendations for companies, trade and industry associations and chambers, and political decision-makers alike.

SME-research collaboration with Eastern Partnership Countries

The Institute for SME Research and Entrepreneurship (ifm), in collaboration with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), is promoting research collaborations and knowledge transfer in Armenia, Azerbaijan, Georgia, Moldova, and Ukraine through the project 'Digital Transformation of Small and Medium-sized Enterprises in EaP countries (DT4SME).' The

aim is to encourage the adoption and implementation of digital techniques and methods in SME research.

Modern methods of data collection and analysis, the implementation of EU-compliant data protection and the innovative use of artificial intelligence are examples for the program's topics. Actors such as research institutes, ministries or statistical authorities from partner countries

are invited to participate in SME-related research projects. During the course of the project, ifm will support the development of missing competences and the further development of research project results into presentations and articles.

The main goal of this initiative is to make a contribution to the strengthening of SME-oriented economic policies in the partner countries.

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AWARDS

Jan-Philipp **Ahrens** received the Award for outstanding engagement from the University of Passau for establishing partnerships and exchange programmes with 12 Ukrainian universities.

He was also nominated for several Best Paper Awards, for example at the 18th EIASM Workshop on Family Firm Management Research in Naples (Italy), the 23th EURAM Conference in Dublin and the 27th Interdisciplinary Annual Conference on Entrepreneurship, Innovation, and Mittelstand in Darmstadt.

Torsten **Biemann** (and Jeremy Dawson) are this year's recipients of the Sage Publications/RMD Best Paper Award of the Research Methods Division at the Academy of Management Conference.

Torsten **Biemann** and Madleen **Meier-Barthold** received a Best Paper Award for their article "Does a Women's Quota Trickle Down to Employees? An Analysis of Workforce Perceptions and Reactions" at the Dutch HRM Network Conference 2022.

Torsten **Biemann** was included in Haufe Magazine's Big Five. All HR experts who have had a significant influence on the HR community for more than a decade are honored here. More detailed information can be found at https://www.haufe.de/personal/personalszene/40-fuehrende-hr-koepfe-preistraeger-2023/40-fuehrende-hr-koepfe-2023-big-five_74_598248.html

Katja **Dlouhy** has received the Excellence in Reviewing Award from Human Resource Management (FT50 journal). She has also received the Outstanding Reviewer Award from the Careers Division of the Academy of Management 2023 Annual Meeting.

Marc **Kowalick**, Moritz **Appels**, and Michael **Woywode** received Best Paper Award from the Strategic Management SIC at the EURAM in Dublin for their paper „A Moral Foundations Perspective on CEO Political Ideology and Moral Behavior“. At the same conference, Marc Kowalick was also finalist for the Best Conference Reviewer Award.

Marc J. **Mertens**, Anna **Sokolova**, and Lara **Többen**'s project titled "Mastering the Tightrope Act: How Insights from Fluency Theory Inform Optimal Distinctiveness Theory and Measurement" received the 2023 Best Interdisciplinary Research Proposal Award from the Graduate School of Economic and Social Sciences (GESS) at the University of Mannheim. The award recognizes outstanding, innovative research projects by doctoral students that foster interdisciplinarity.

Claudia **Rossetti** has received the Outstanding Reviewer Award from the Careers Division as part of the Academy of Management 2023 Annual Meeting paper review process.

Claudia **Rossetti** was nominated as a finalist for the Arnon Reichers Best Student Paper Award from the Careers Division at the Academy of Management 2023 Annual Meeting. Her paper on "How Working Long Hours Before Personal Losses Affects Changes in Employee Well-Being via Emotions" has further been included in the Best Paper Proceedings of the conference and nominated for the all-academy William H. Newman Award, which recognizes the best annual meeting paper based on a dissertation.

Leo **Schmallenbach** received the Karin-Islinger-Award for his dissertation on the topic of "Gender differences in innovation and competitive settings". The Karin-Islinger-Foundation awards outstanding scientific research work at the University of Mannheim in the field of economics and its border areas.

Leo **Schmallenbach** received the Julie Bassermann Award of the city of Mannheim. The award recognizes outstanding scientific work in the research area of "women in leadership" at the University of Mannheim.

Leo **Schmallenbach** received the Outstanding Reviewer Award from the Technology and Innovation Management (TIM) Division as part of the Academy of Management 2023 Annual Meeting paper review process.

Leo **Schmallenbach** becomes part of the Networking Sponsorship Connex by the Dr. Hans Riegel-Foundation, Bonn.

Martin **Sievert** (University of Leiden/NL), former doctoral assistant at the chair of Prof. Dr. Bernd Helmig, received for his doctoral thesis „Evaluators' Judgments of Organizations' Legitimacy in Contexts of Organizational Complexity: Examining Causal Mechanisms Related to Individual Propriety Beliefs“ the best dissertation award of the Karin-Islinger-Foundation. The Karin-Islinger-Foundation awards outstanding scientific research work at the University of Mannheim in the field of economics and its border areas.

RESEARCH PRESENTATIONS

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.

STEP Project Global Consortium (SPGC) Global Family Business Summit 2023, Valencia (Spain), April 2023

Migrant Entrepreneurship: developments at the intersection of policy and practice, Bologna (Italy), April 2023

21st Congress of the European Association of Work and Organizational Psychology (EAWOP), Katowice (Poland), May 2023

European Academy of Management Conference (EURAM), Dublin (Ireland), June 2023

Public Management Research Conference (PMRC 2023), Utrecht (The Netherlands), June 2023

Organizations Research Group (ORG) Seminar at the Ludwig-Maximilians-University (LMU), Munich (Germany), June 2023

The Funding of Science and Innovation, Workshop, Milano (Italy), June 2023

The Symposium on Spatiotemporal Data Science, Cambridge (USA), July 2023

39th EGOS Colloquium, Cagliari (Italy), July 2023

83rd Annual Meeting of the Academy of Management, Boston (USA), August 2023

53rd Jahrestagung der Gesellschaft für Informatik, Berlin (Germany), September 2023

27th Interdisciplinary Annual Conference on Entrepreneurship, Innovation, and Mittelstand 2023 (G-Forum), Darmstadt (Germany), September 2023

Herbstworkshop der Wissenschaftlichen Kommission Personal im VHB, Berlin (Germany), September 2023

43rd Annual Conference Strategic Management Society (SMS), Toronto (Canada), September 2023

5th ZEW Conference on the Dynamics of Entrepreneurship (CoDE), Mannheim (Germany), October 2023

18th European Institute for Advanced Studies in Management (EIASM), Workshop on Family Firm Management Research, Naples (Italy), October 2023

EQUA Colloquium (München, Germany), October 2023

21st Interdisciplinary European Conference on Entrepreneurship Research (IECER), Corvilha (Portugal), October 2023

2nd Danube Cup Conference on Entrepreneurship Education, Belgrade (Serbia), November 2023

2nd Workshop on Organization Studies and Family Firms (OSF), Wiesbaden (Germany), December 2023

Management, Strategy, and Innovation (MSI) Seminar at the KU Leuven, Leuven (Belgium)

Max-Planck Institute for Innovation and Competition, Munich (Germany)

Internal Seminar at Bocconi University, Milano (Italy)

Internal Seminar at the University of Rotterdam (The Netherlands)

Center for European Economic Research, Mannheim

AREA MEMBER NEWS

It's not Rocket Science: Celebrating Dr. Frank Danesy's Five Years as an Adjunct Lecturer at the University of Mannheim

After an illustrious career spanning decades at the European Space Agency, Dr. Frank Danesy joined the University of Mannheim five years ago as an adjunct lecturer. Since then, he has been supporting the Area Management with his lectures on "Human Resource Recruitment and Selection" and "Human Resource Training and Development". Dr. Danesy champions a hands-on approach in his lectures, bridging the gap between theory and practice. Approachable and inspiring, he invests boundless energy in mentoring and guiding students, nurturing their potential. He fosters an environment where students not only grasp concepts but also apply them in real-world scenarios. It comes as no surprise

that his courses quickly ranged among students' top choices – who is better suited to teach these topics than someone experienced in the training and selection of astronauts? The Area Management is profoundly enriched by the dedication and passion of Dr. Danesy, whose teaching continues to shape minds and empower students to navigate real-world business challenges.

Beyond the captivating lectures, Dr. Danesy promptly became an invaluable member of the chair of Human Resource Management and Leadership, always ready to lend a helping hand and offering unwavering support to teammates, uplifting team morale and injecting enthusiasm into every project. Although



it's not rocket science that we can offer, we are excited to continue our teamwork for the years to come.

Former doctoral candidate Brigitte Wecker appointed as Professor of Strategy, Sustainability, and Transformation

On 1 March 2022, Brigitte Wecker has been appointed as Professor of Strategy, Sustainability, and Transformation at HTWG Konstanz. Until February 2023, Brigitte was a doctoral candidate at the Chair of Strategic and International Management (Prof. Dr. Matthias Brauer). We

cordially congratulate Brigitte on her appointment and wish her all the best for her new position. Brigitte's research primarily concentrates on stakeholder response to corporate misconduct.



Source: HTWG Hochschule Konstanz



Dr. Alexander Pinz appointed as Professor

After having finished his phd thesis under the supervision of Prof. Dr. Bernd Helmig and having served as a post-doc at the University of Mannheim, Dr. Alexander Pinz worked for the Paul-Ehrlich-Institute and later at a consulting company in Mannheim. In September

2023 he was appointed as a full professor at the Hochschule University of Applied Sciences in Mannheim. He took over the professorship for Social Management and Organizational Sociology at the School of Social Services.



Dr. Benedikt Englert appointed as Professor

After having finished his phd thesis under the supervision of Prof. Dr. Bernd Helmig and having served as a post-doc for four more years at the University of Mannheim, Dr. Benedikt Englert was appointed in April 2023 as a full professor at the Federal University of Applied Admin-

istrative Sciences (Departmental Branch of Federal Defence Administration), Mannheim

https://www.hsbund.de/DE/03_Lehre/05_Hochschullehrende/05_Websites/F-B_BWV/Englert/Englert-node.html.

Dr. Marc Kowalzick appointed as Professor in Rotterdam

Marc Kowalzick is an Assistant Professor in the Department of Organisation and Personnel Management at the Rotterdam School of Management, Erasmus University. He obtained his PhD summa cum laude at the Chair of SME Research and Entrepreneurship (Prof. Dr. Michael Woywode) in 2022.

His research interests center around the field of strategic management, with an

emphasis on strategic leadership and corporate governance. In this field, he investigates when and how top executives affect organizational outcomes. As such, his current work examines how the needs, values, and dispositions of organizational leaders shape (and are shaped by) their firms' strategic actions, performance outcomes, and society at large.



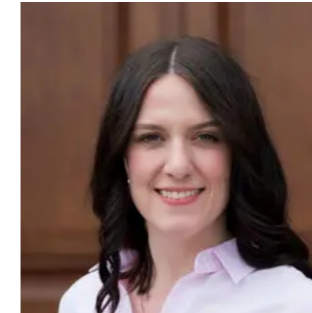
Source: Federic Hemler

Dr. Claudia Rossetti started a post-doctoral position

Claudia Rossetti started a post-doctoral position at the Chair of Business Administration, Human Resource Management and Leadership (Prof. Dr. Torsten Bie-

mann). She transitioned after completing her doctoral studies at the Chair of Organization and Innovation (Prof. Dr. Karin Hoisl).

NEW DOCTORAL STUDENTS



Source: Tsvetina Tsonkova

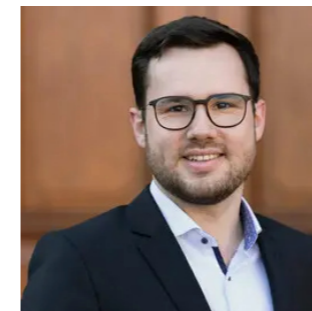
Marilena Adleff

- PhD Student in the CDSB program (Area Management), since 2022, GESS, University of Mannheim, Chair of Strategic and International Management
- Master's degree: Master of Science (M.Sc.) in Business Administration, 2022, University of Bayreuth
- Bachelor's degree: Bachelor of Arts (B.A.) in Philosophy and Economics, 2019, University of Bayreuth



Christina Andres

- PhD student at the Chair of Business Administration and Leadership, since October 2023, University of Mannheim
- Master's degree: Master of Science (M.Sc.) in Psychology: Work, Economy and Society, 2023, University of Mannheim
- Bachelor's degree: Bachelor of Science (B.Sc.) in Psychology, 2020, Julian-Maximilians-Universität Würzburg
- Practical Experience: SAP SE, Brose, Mercedes-Benz Group



Source: Katrin Glückler

Jonas Bruder

- PhD Student at the Chair of Business Administration, Public & Nonprofit Management, since 2023, University of Mannheim
- Master's degree: Mannheim Master in Management (M.Sc.), 2020, University of Mannheim
- Bachelor's degree: Bachelor of Arts (B.A.) in n Culture and Economy: History, 2017, University of Mannheim; semester abroad at the Charles University, Prague, Czech Republic
- Practical experience: KPMG Public Sector Consulting, Metropolitan Region Rhine-Neckar



Source: Rudolf Grillborzer

Verena Eppler

- PhD Student in the CDSB Program (Area Management), since 2023, GESS, University of Mannheim, Chair of Strategic & International Management
- Master's degree: Master of Science (M.Sc.) in International Management + CEMS Master in International Management, 2022, Bocconi University
- Bachelor's degree: Bachelor of Science (B.Sc.) in Business Administration, 2019, University of Mannheim


Kai Frömsdorf

- PhD Student at the Chair of SME Research and Entrepreneurship, since 2023, University of Mannheim
- Master's degree: Business Administration (M.Sc.), 2023, University of Mannheim
- Bachelor's degree: Business Administration (B.Sc.), 2020, University of Kempten
- Practical experience: Amazon Business in Munich, self employed in online marketing consulting

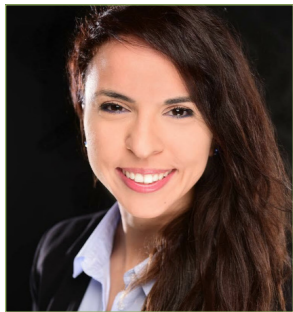

Kyung Eun Park

- PhD Student at the Chair of SME Research and Entrepreneurship, since 2023, University of Mannheim
- Master's degree: Master of Science (M.Sc.) in Business Administration/Management, 2021, University of Mannheim
- Bachelor's degree: Bachelor of Science (B.Sc.) in Business Administration, 2019, Sungkyunkwan University; Seoul, South Korea
- Practical experience: IT Consultant at Cocomore AG; BASF SE


Florian Rues

- PhD Student in the CDSB Program (Area Management), since 2023, GESS, University of Mannheim, Chair of Strategic & International Management
- Master's degree: Master of Science (M.Sc.) in Management, 2023, University of Mannheim
- Bachelor's degree: Bachelor of Arts (B.A.) in Business Administration, 2020, University of Applied Sciences Kempten

Source: Frederic Helmer


Ebru Sarikaya

- PhD Student at the Chair of SME Research and Entrepreneurship, since 2023, University of Mannheim
- Master's degree: Master of Science (M.Sc.) in Entrepreneurship, Innovation and Technology Management, 2018, University of Wuppertal
- Bachelor's degree: Bachelor of Science (B.Sc.) in Business Administration, Business Psychology and Finance, 2015, University of Cologne
- Practical experience: Relationship Manager and Manager Corporate Banking at Commerzbank AG;


Elisa Sauerbier

- PhD Student at the Chair of SME Research and Entrepreneurship, since 2023, University of Mannheim
- Master's degree: Master of Science (M.Sc.) in Business Administration/Management, 2023, University of Mannheim; Catholica Lisboa
- Bachelor's degree: Bachelor of Science (B.Sc.) in International Business Administration, 2019, WHU-Otto Beisheim School of Management; NHH Bergen
- Practical experience: Simon Kucher Frankfurt; Deloitte; Start up Schuhe24; Nucom group (Pro 7)



Source: Silke Stauvermann

Cedric Stricker

- PhD Student in the CDSB Program (Area Management), since 2023, GESS, University of Mannheim, Chair of Strategic and International Management
- Master's degree: Master of Science (M.Sc.) in International Business Studies, 2023, Paderborn University
- Bachelor's degrees:
 - ◊ Bachelor of Science (B.Sc.) in International Management, 2020, ESB Business School, Reutlingen University
 - ◊ Bachelor of Arts (B.A.) in Global Business, 2020, Dublin City University


Jan Vogt

- PhD Student at the Chair of Business Administration, Public & Nonprofit Management, since December 2023, University of Mannheim
- Master's degree: Mannheim Master in Management (M.Sc.), 2020, University of Mannheim, semester abroad at the BI Norwegian Business School, Oslo, Norway
- Bachelor's degree: Bachelor of Science (B.Sc.) in Business Administration, 2016, University of Mannheim; semester abroad at the McGill University, Montréal, Canada
- Practical Experience: Boston Consulting Group (full-time), PD-Berater der öffentlichen Hand (full-time), Orphoz (intern)

COMPLETED DISSERTATIONS

Julia Herzum



On March 24th, 2023, Julia Herzum successfully defended her doctoral thesis “Navigating Paradoxes and Seeking Legitimacy: An Inside and Outside Perspective on Business-to-Nonprofit Partnerships” under the supervision of Prof. Dr. Bernd Helmig and Prof. Dr. Michael Woywode.

Cross-sector partnerships (CSPs) between Businesses and Nonprofit Organizations (B2Ns) have witnessed a significant ascendancy. They are regarded as a new and alternative form of organizing for contributing to a more sustainable society. This dissertation – submitted by Mrs. Herzum - takes an in-depth perspective on these B2Ns. It consists of three contributions addressing the overall research question of how organizational insiders and outsiders navigate and perceive complex organizational and personnel relationships in the context of B2Ns. The first paper reviews the current literature on tensions within B2Ns. The second paper, which is based on the insights of a qualitative study, extends the nascent discussion of individuals’ responses to paradoxical tensions (paradoxes) while conceptualizing relational practices. The third paper tests the B2Ns’ effects on the individuals’ perception of business’s legitimacy in the scope of a large quantitative study. Hence, the author applies qualitative and quantitative research methods.

For her dissertation, Julia Herzum received the final grade summa cum laude. After finishing her dissertation, she is now working as a consultant at Bain & Company at the Frankfurt office.

Martin Jerusalem



Source: Katrin Glücklich

In the three essays contained in his dissertation, Martin Jerusalem set out to advance our understanding of corporate uniqueness. The first essay considers the perspective of the CEO as a firm’s chief strategist and examines how the CEO’s gender affects the pursuit of unique corporate strategies. The second essay shifts the focus to the external evaluation of corporate uniqueness and investigates how a firm’s corporate strategy uniqueness relates to its likelihood of becoming an activist hedge fund target as well as the demands brought forward by activist hedge funds during an eventual campaign. The third essay complements this holistic perspective by studying the view of other firms on corporate uniqueness in the context of acquisitions. Collectively, this dissertation emphasizes that, in order to generate value from corporate uniqueness, certain challenges need to be met. Like corporate uniqueness itself, these challenges are manifold – and unique for CEOs, investors and acquirers, for instance.

Martin Jerusalem received his doctoral degree at the Chair of Strategic and International Management of Prof. Dr. Matthias Brauer and is now working as an Executive Assistant at Schaeffler AG in Herzogenaurach.

Madleen Meier-Barthold



Source: Anna Logue

In February 2023, Madleen Meier-Barthold has successfully defended her doctoral thesis “Is HRM Getting Through to Employees? Communication in Human Resource Management”. Her examiners were Prof. Dr. Torsten Biemann and Prof. Dr. Michael Woywode.

The effective communication of strategic goals and values from management to employees is fundamental to the functioning of the organization. Previous literature has proposed that effective HR communication allows organization members to share a common understanding about the strategic goals and values. However, in three distinct chapters in this dissertation, Madleen shows that HR communication often does not relate to similar organizational values, attributions, and perceptions. She investigates questions like: Are the signals that an organization sends consistent and strong throughout the organization? Are employees aware of the signals that an organization sends? How do employees interpret the signals that an organization sends and do employees differ in their interpretations? What role do external pressures, like legal regulations, and organizational motives play in employees’ interpretations?

All the studies in this dissertation are built on innovative, cutting-edge research methods ranging from crawling data from online platforms, the gold” standard of experiments, the use of nested, multi-source federal data sets, to natural language processing, distance-based measures, and variance trends.

Madleen’s articles have been recognized with awards at international conferences. She has published one of her dissertation articles in Human Resource Management.

Since March 2023, she works as an assistant professor of human resource management at Rotterdam School of Management, Erasmus University.

Moritz Motyka



On March 31st, 2023, Moritz Motyka successfully defended his doctoral thesis “Management Meets Philanthropy: Theoretical and Empirical Insights on the Blurring of Corporations’ Business and Societal Activities” under the supervision of Prof. Dr. Bernd Helmig and Prof. Dr. Michael Woywode.

In his dissertation Moritz Motyka studies corporate philanthropy (CP) as a way of simultaneous organizational action towards business and societal goals. The author outlines that the field of CP has been more recently subject to a movement oriented towards outcomes, aiming to increase CP’s effectiveness and leverage synergies between both spheres. The investigation of CP therefore unfolds against the backdrop of strategic philanthropy and integrated corporate social responsibility (CSR), both advocating to blend business and societal activities. Prior academic discourse focuses on how CP can contribute to the corporation’s bottom-line, and neglects how such an outcome orientation affects the foundations of CP and its institutional surroundings, as well as the employees involved. Therefore, Moritz Motyka investigates the contingencies and effects of this development, to explore how blending business and social activities in philanthropic contexts might affect individuals, the general understanding of a corporation’s responsibility on an organizational and institutional level, as well as the essence of corporate philanthropic action overall. For that purpose, the author employs a theoretical-conceptual lens to study the process and consequences of hybrid organizing and grounds his study theoretically in the strand of new institutionalism. On that basis, the dissertation explores how corporations balance business and social goals and activities in the context of philanthropic action, as well as the implications for the essence of corporate philanthropy.

For his dissertation, Moritz Motyka received the final grade summa cum laude. After finishing his dissertation, he is now working as a consultant at McKinsey & Company at the Stuttgart office.

Claudia Rosetti

Source: Federic Helmer

In her dissertation, entitled “Coping with Adversity: Drivers and Barriers for Organizations and Individuals”, Claudia Rosetti deepens our understanding of how organizations and individuals prepare for and react to different types of adversity. She investigates how the actions taken by these entities before and after challenging periods facilitate or hinder their coping processes once adversity strikes.

In the first of the three essays within her dissertation, Claudia delves into how stakeholders’ initial beliefs about organizations shape the effectiveness of their accommodative crisis responses (e.g., apologies) after committing transgressions. Specifically, she shows that these responses can reduce consumer anger. However, at the same time, they are perceived as less sincere and thus lose part of their mitigating power when consumers perceive firms as having a stable disposition toward unethical behavior.

The remainder of her dissertation focuses on how individuals and their careers evolve following adversity in their professional or personal lives. In her second essay, she finds that working individuals experiencing higher job insecurity are less inclined to take on side jobs as a coping strategy, particularly when they place a higher value on their primary work position. The decision, which may be driven by a strategic use of resources, seems rational given that the essay further provides preliminary evidence suggesting that taking on side jobs can increase perceptions of future job insecurity, thereby exacerbating the initial threat. Finally, in her third essay, she uncovers an important yet possibly less apparent downside of overwork. She reveals that individuals who have devoted more hours to work before experiencing a personal loss, such as a family bereavement, have limited access to positive emotional resources for coping with the loss. This subsequently results in larger declines in job satisfaction and more pronounced deteriorations in their health.

Claudia’s work has been nominated for conference awards. She successfully published an abridged version of her third essay as one of the Best Papers in the 2023 Academy of Management Annual Meeting proceedings.

Claudia received her doctoral degree (summa cum laude) at the Chair of Organization and Innovation of Prof. Dr. Karin Hoisl in September 2023. She is currently a postdoctoral researcher at the Chair of Business Administration, Human Resource Management and Leadership led by Prof. Dr. Torsten Biemann in Mannheim.

Martin Sievert

On January 9th, 2023, Martin Sievert successfully defended his doctoral thesis „Evaluators’ Judgments of Organizations’ Legitimacy in Contexts of Organizational Complexity: Examining Causal Mechanisms Related to Individual Propriety Beliefs” under the supervision of Prof. Dr. Bernd Helmig and Prof. Dr. Laura Marie Edinger-Schons.

Over the last years, legitimacy has emerged as a core concept in the study of institutions. Especially the study of individuals’ judgments of organizations has moved center stage, rendering important implications for management and public policy. In this cumulative dissertation, the candidate Martin Sievert sheds light on this topic using a series of experimental studies.

The dissertation consists of four manuscripts which shed light on the micro-level component of legitimacy by explicitly focusing on organizations (the legitimacy object), evaluators (the audience), and their relationships within legitimacy dyads. Each dissertation paper offers theoretical and empirical insights regarding the legitimacy judgment formation and evaluators’ resulting propriety beliefs about delimitable organizations. Taking these insights together, the dissertation offers common grounds for discussion and complementary insights to foster legitimacy-as-perception research. The key implications relate to (1) different mechanisms underlying legitimacy judgments, (2) the complexity of information environments in legitimacy dyads, and (3) the interplay of micro- and macro-level components of legitimacy.

For his dissertation, Martin Sievert received the final grade summa cum laude. Already in fall 2022. He took over the role as an assistant professor at the Institute of Public Administration at *Leiden University* (Netherlands).

Himani Singh

Source: Katrin Glückler

Himani Singh successfully defended her dissertation titled ‘A Resources Perspective on Creativity and Careers’, marking the completion of her doctoral studies at the Chair of Organization and Innovation - University of Mannheim.

In her dissertation, Himani examines how individuals and teams utilize resources to drive creativity in organizations as well as to make career-related decisions. The three essays of her thesis aim to shed light on why some employees and teams succeed in creating value from resources, while others are less successful despite having a similar or even larger corpus of resources at their disposal. Her thesis explores the interplay of strategic considerations and heuristic cognitive processes underlying resource-related decision-making under uncertainty.

The dissertation is comprised of three essays. The first essay studies how teams utilize top performers in new knowledge creation, and how implicit gender beliefs may play a role in this process. Specifically, it examines how the gender of a star in a team impacts the team’s knowledge creation via differential impact on the availability and integration of knowledge and related resources. She finds that teams with women stars produce more diverse knowledge than teams with men stars, and this tendency is particularly pronounced in teams whose members are not familiar with each other. The second essay is concerned with the motives behind pursuing alternative work arrangements such as multiple jobholding. It investigates the interaction of job insecurity and the valuation of primary job resources as a determinant of the decision to become a multiple jobholder by taking on side jobs. Results suggest that job insecurity disincentivizes multiple jobholding when greater value is placed on resources derived from the primary job. In turn, becoming a side hustler is associated with the premise that the fit between the creator and evaluator of a creative idea matters for the degree to which ideas are perceived as novel and useful, this essay finds that similarity between the creator of an idea and its evaluator(s) not only leads to more positive evaluations, but also to greater agreement among the evaluators regarding the quality of the idea.

Himani’s dissertation projects have been recognized with several awards and one of the chapters was published as a Best Paper in the Academy of Management Annual Meeting conference proceedings. She will continue her academic career as a postdoctoral researcher at the University of Mannheim.

Brigitte Wecker

Source: Frederic Leitzke

In her dissertation, Brigitte Wecker analyzes in three studies how investors respond to corporate misconduct, i.e., corporate behavior that transgresses legal, ethical, or socially responsible rules and boundaries. Given the importance of investor response for effectively sanctioning corporate misconduct and protecting society from its negative consequences, understanding the reasons for variations in investor response to corporate misconduct is crucial. Research explaining such variations is however still limited and incomplete (e.g., Carberry et al. 2018; Sampath et al. 2018). To address this gap and better explain investor response to corporate misconduct, Brigitte’s dissertation has identified and explored important, yet overlooked determinants of investor response as well as provided novel insights into the theoretical mechanisms underlying their effect.

Specifically, the first study focuses on the relationship between firm recidivism and investor response to a focal allegation. The second study investigates how the prevalence of allegations against other firms prior to the focal allegation influences investor response. The third study finally expands on investor attention to alleged corporate misconduct in more detail and explores its implications for investor response. All three studies are based on large-scale datasets.

Brigitte has successfully defended her doctoral thesis at the Chair of Strategic and International Management under the supervision of Prof. Dr. Matthias Brauer in February 2023. In March 2023, she has been appointed as a Professor of Strategy, Sustainability, and Transformation at HTWG Konstanz. Brigitte’s dissertation projects have been presented at multiple international academic conferences and published as conference proceedings as well as in *Research in the Sociology of Organizations*. One chapter of her dissertation is currently also under review at a *Financial Times Top 50 journal*.

TEACHING NEWS

New modules for the Mannheim Master of Management (MMM) offered by top lecturers

In order to widen and broaden the course offering of the Area Management three new courses could be solicited for the MMM-program. All three courses will be conducted by top-level practitioners and will be offered during spring term 2024 for the first time but will be repeated every semester afterwards. Furthermore, all three modules are offered in some sort of a block format.

The first module, run by Area-lecturer **Dr. Yvonne Dorf** deals with the topic "Science Management" (MAN 521). The learning content of the module includes a systematic overview of the structure and function of the German academic system, its legal foundations and the way in which universities and academic institutions are managed. In addition to management tasks in research, quality and personnel development, the module also provides insights into the day-to-day work of university management, from personnel management to funding/marketing management. Career prospects in science, including employment relationships, are also part of the module content, as are links between the science system and current (world) politics.

Information regarding the lecturer: After conducting her doctorate in Law, Dr. Yvonne Dorf worked as an attorney before becoming a professor at the Federal University of Applied Administrative Sciences in Brühl. There, she served a dean and as academic director of



the Master of Public Administration (MPA) program as well as the Academic Director of the Master's degree program "European Public Administration Management" (Berlin School of Economics and Law Berlin). Afterwards Dr. Dorf was appointed as Managing Director of the German Association of University Professors and Lecturers (Deutscher

Hochschulverband, in short DHV) that represents more than 35.000 members.

Another module, run by Area-lecturer **Dr. Carsten Lotz** deals with the topic "Responsibility in Management" (MAN 522). The lecture examines the question of responsibility in the management of companies and other organizations on the basis of concrete

case studies and fundamental texts from the economic and philosophical tradition. The key questions of the lecture are: (1) What is responsibility, and who is responsible? (2) What is the relationship between economic and ethical behavior? Can one be traced back to the other? (3) How does one make responsible decisions? What criteria or values are used to determine and justify one's actions? (4) Can responsibility be institutionalized? How far does a corporate responsibility approach go? (5) Can responsibility be delegated to the machine? What questions arise in view of the increase in Artificial Intelligence (AI) in virtually all corporate processes?

Information regarding the lecturer: Dr. Carsten Lotz conducted his Doctorate in Catholic Theology and has decades of consulting experience. He is a former Partner of McKinsey. Lastly, he served as the Head of the McKinsey office in Paris.

The third new MMM-module, run by Area-lecturer Dr. Moritz Motyka deals with the topic "Hybrid Organizing in Corporate and Nonprofit Management" (MAN 609). This seminar explores the in-



tersection of corporate and nonprofit management through the lens of hybrid organizing. Hybrid organizations are increasingly prevalent in today's complex and interconnected world and are argued to exist in the for-profit as well as in the nonprofit and the public sector. They combine profit-driven and mission-oriented approaches (incl. social and environmental responsibilities). In this seminar, students will explore the complexities of blending such motives, and will gain insights into the challenges and opportunities of hybrid organizing in diverse sectors. Through the examination of scientific papers, students will acquire a solid understanding of the fundamental features and principles of

hybrid organizations. Participants will also gain insights into how hybrid organizing has evolved as a research field. In addition to the scientific perspective, the course will cover real-world examples of hybrid organizations and critically discuss their impact and potential challenges.



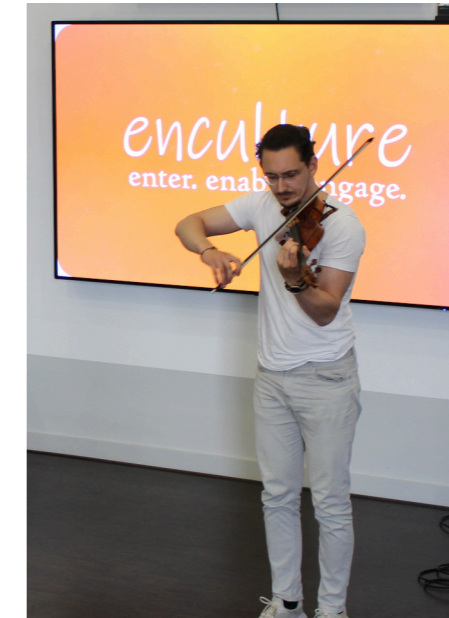
Information regarding the lecturer: **Dr. Moritz Motyka** holds a B.Sc., a M.Sc.- (both from University of Mannheim), and a M.A.-degree (from University of Music and Theatre Hamburg). After his studies he conducted his Doctorate at the University of Mannheim under the supervision of Professor Dr. Bernd Helmig. Currently Dr. Motyka works at the McKinsey office in Stuttgart as a Senior Associate.

MARCIE pilot courses "Culture goes Startup" and "Culture innovates".

In 2023, a total of three pilot courses were held as part of MARCIE. MARCIE is the Mannheim Research Group in Culture, Innovation & Entrepreneurship in which the Chair of SME Research and Entrepreneurship (Prof. Michael Woywode), the Carl Theodor Chair at the Historical Department (Prof. Hiram Kümper), the Centre for Teacher Education and Educational Innovation (ZLBI) and the Teaching and Learning Center (ZLL) have joined forces to, among others, offer research-based education programs for the cultural sector.

In spring 2023, the "Culture goes Startup" course was piloted for the first time. The aim of this course is to familiarize people from the cultural sector with entrepreneurship methods. Participants were taught about design thinking, customer validation, business models, marketing and financing and developed their own start-up project. The project that emerged from this course is called enculture and is a platform that aims to connect small and medium-sized enterprises in the region with the cultural scene. The

Maurice Florin, cofounder of enculture



Source: MARCIE

founders are currently working on a go-to-market strategy.

The „Culture goes Startup“ course was held again in autumn 2023. This time the participants worked on the ideas of bringing art collectors together with in-

terested persons in low-threshold living room exhibitions as well as on a creative well-being hub that aims to counteract stress with the help of artistic expression courses.

At the same, the course "Culture innovates" took the starting line. This course is about cultural innopreneurship, i.e. about applying entrepreneurship methods within existing cultural organizations. The course tackles idea generation, needs analysis, feasibility, development and evaluation for change processes in cultural entities. Also in this course, participants apply their knowledge to a practical project. In autumn 2023, they worked together with employees from the Kulturzentrum Alte Feuerwache in Mannheim on a concept to open up the Alte Feuerwache to more groups also in more distant districts of the city of Mannheim.

More information on MARCIE and the mentioned courses are available from Bettina Müller (bettina.mueller@uni-mannheim.de) and Francesco Leone (leone@uni-mannheim.de).

AREA MANAGEMENT SEMINAR

Jörn Block Trier University	Technological Innovations of Hidden Champions: A Capability Perspective
Leo Schmallenbach University of Mannheim	The Effect of Mentor Gender on the Evaluation of Protégés' Work
Marc Kowalzik University of Mannheim	Partisan Moral Foundations: A new Vantage on CEO Political Ideology and its (Ir)responsibility Implications
Hanna Hottenrott, Lena Füner, Marius Berger, Johannes Bersch TU Munich, ZEW Mannheim	Local Networks and New Business Formation
Jos Akkermans VU Amsterdam	Can everyone craft a sustainable career?
Robert Strohmeyer, Vartuhi Tonoyan, Jennifer E. Jennings University of Mannheim, California State University Fresno, Alberta School of Business	Another Hurdle Facing Female Founders? Gender Biases Exhibited by Prospective Employees of High-Tech Startups

PRACTITIONER LECTURES

- Acker e.V.**, Salomé Hasler (Managing director of the region south), in MAN 675 Selected Challenges in Nonprofit Management (Fall 2023)
- Boehringer Ingelheim**, Dr. Helmut Bender (Manager): Coordination – Control & Change, in MAN 401 Organization & Human Resource Management (Spring 2023)
- Bosch**, Lukas von Hohnhorst (Product Owner SaaS, Power Tools), & Galina Biel (Project Lead GS/OR EMEA): Digital Transformation in Finance, Accounting & Controlling @ Bosch, in MAN 655 Corporate Strategy (Spring 2023)
- Capgemini Invent**, Sina Hartmann (Director), Helen Weidler (Senior Consultant, Workforce and Organization), & Marie Kirstein-Bandmierowski (Senior Consultant, Workforce and Organization): Motivation & Performance, in MAN 401 Organization & Human Resource Management (Spring 2023)
- Capgemini Invent**, Michel Heck (Manager, Enterprise Transformation), & Alina Reher (Senior Consultant, Digital IT Strategy): Organization Design for Digitalization, in MAN 401 Organization & Human Resource Management (Spring 2023)
- Chawton Innovation Services**, 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 2023)
- Cordes IP**, Dr. Alexandra Cordes (Owner): IP Strategy & Management, in MAN 693 Strategic Intellectual Property Management (Fall 2023)
- Deloitte**, Hans Steinweller (Director), & Christopher Blegen (Senior Manager): M&A Integration, in MAN 656 Mergers & Acquisitions (Fall 2023)
- Ebner Stolz**, Dr. Marius Ziegler (Principal), Jan Stribel (Manager), & Felix von Trotha (Senior Consultant): Sustainable Corporate Restructuring – Practice Report Ebner Stolz, in MAN 654 Corporate Restructuring (Spring 2023)
- Ebner Stolz**, Dr. Jens Petersen (Partner), Dr. Marius Ziegler (Principal), & Philipp Dille (Senior Consultant): Distressed M&A – Practice Report and Case Study, in MAN 656 Mergers & Acquisitions (Fall 2023)
- FTI-Andersch AG**, Dr. Christoph Schuler (Executive Managing Director), & Stanko Kondic (Senior Manager): Restructuring in Practice – Mastering Complex Challenges, in MAN 654 Corporate Restructuring (Spring 2023)
- FTI-Andersch AG**, Marco Herhoffer (Manager), & Florian Dobler (Senior Consultant): Digital Strategy, in MAN 301 Strategic and International Management (Fall 2023)
- Informatique-MTF**, Dr. Sebastian Hetzler (Co-CEO): How IT Innovation enables Business Model Innovation, in MAN 690 Innovation Management (Spring 2023).
- I & P Negotiation Consulting**, Mihai Isman (Managing Owner / MD): Conflict Management, in MAN 691 Selected Topics in Organizational Behavior (Spring 2023)
- John Deere**, Dr. Thomas Peuntner (Global HR Director): Organizational Structure, in MAN 401 Organization & Human Resource Management (Spring 2023)
- Kearney**, Dr. Peter Pfeiffer (Senior Partner and Managing Director): Case Studies on Motivation at Work, Negotiation, Leadership, and Organizational Change, in MAN 691 Selected Topics in Organizational Behavior (Spring 2023).
- KPMG**, Aaron Scheiber (Manager, Accounting and Process Advisory), & Sarah Galette (Assistant Manager, Accounting and Process Advisory): Groups & Teams, in MAN 401 Organization & Human Resource Management (Spring 2023)
- Knorr-Bremse AG**, Markus Helle (HR Transformation Program Manager Global): Strategic & International HRM at Knorr-Bremse, in MAN 647 Strategic and International HRM (Spring 2023)
- McKinsey**, Dr. Manuel Altmeier (Associate Partner), & Jakob Rüdén (Partner): Strategic analysis - developing a restructuring concept to restore competitiveness, in MAN 301 Strategic and International Management (Fall 2023)
- Mercer**, Dr. Björn Hinderlic, (Senior Principal), in MAN 648 Incentives & Performance (Spring 2023)



Source: John Deere

Dr. Thomas **Peuntner** is Global HR Director at John Deere. He has more than 20 years of HR management experience in Germany and abroad, including three years in Brazil as Global HR Director Latin America. His responsibilities include the ongoing transformation of John Deere into a consistently successful, modern, and innovative company. Transformation is a big challenge and employees need to be on board. John Deere's success in doing so is demonstrated by the fact that the company is one of the most popular employers, as recognized by the Top Employer Institute in 2023. For many years, Dr. Peuntner's guest lectures on organizational transformation and organizational structure have enriched our Organization and HR Management Bachelor course. In this year's lecture, "Smart Industrial Vision and Redesign", he spoke about value creation through smart organizational design and outlined the steps, called Smart Industrial Redesign Waves, that were necessary to transform John Deere successfully and sustainably.

Merck KGaA, Jonas Kölle (General Counsel Trademarks): Trademarks Protection in Multinationals, in MAN 693 Strategic Intellectual Property Management (Fall 2023)

Peri, Alexander Schwörer (CEO): Presentation Company and Business Strategy, in MAN 301 Strategic and International Management (Fall 2023)

PricewaterhouseCoopers, Lars Heidmann (Manager), & Antonia Wollbrecht (Manager): Operational Carve-out Support, in MAN 654 Corporate Restructuring (Spring 2023)

Roland Berger GmbH, Georg Harenberg (Consultant): A strategy for your life, in MAN 630 (Fall 2023)

SAP SE, Claus von Riegen (Vice President, Head of Business Model Innovation): Innovation at SAP & Internal Venturing, in MAN 690 Innovation Management (Spring 2023)

SAP SE, Dr. Gabriel Wiskemann (Vize President, Global HR), in MAN 648 Incentives and Performance (Spring 2023)

SAP SE, Dr. Kathrin Marggraf (Total Rewards), in MAN 648 Incentives and Performance (Spring 2023)

Siemens Advanta Consulting, Claus Buckert (Partner), Julian Littmann (Senior Project Manager), Anna-Sophia Schepp (Consultant), & Tobias Nitsch (Consultant): Corporate Strategy at Siemens – Insights along the corporate management model, in MAN 655 Corporate Strategy (Spring 2023)

Strategy&, Dr. Vladislav Kulikov (Director): Innovation in Circularity to drive Enterprise Value, in MAN 690 Innovation Management (Spring 2023)

Struktur Management Partner, Felix Schwabedal (Partner): Gust Exercise: Business Model Analysis and Turnaround Program, in MAN 301 Strategic and International Management (Fall 2023)

ThyssenKrupp Management Consulting, Fabian Bechara (Managing Director), & Sebastian Reimer (Project Manager): Corporate Transformation, in MAN 655 Corporate Strategy (Spring 2023)

ThyssenKrupp Management Consulting, Robin Hogrefe (Manager), & Sebastian Reimer (Project Manager): Corporate Transformation, in MAN 301 Strategic and International Management (Fall 2023)

Vetter Pharma-Fertigung GmbH & Co. KG, Oliver Watz (Vice President Controlling Business Partner & Performance Management), & Claudio Galbusera (Teamleader Controlling Business Partner & Performance Management): Strategy Implementation, in MAN 301 Strategic and International Management (Fall 2023)

To stay informed about the activities of the Area Management throughout the year, we encourage you to visit our website:

<https://www.bwl.uni-mannheim.de/en/management>

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