Welcome to another exiting year for the Area of Management at the University of Mannheim! Our guiding principle “Courage to Face the Future” has prompted us to identify and understand major societal trends and challenges, which we addressed in our research and teaching.

We would like to invite you to join us in our review of important milestones and success stories. In the following, we reflect on some of the highlights of the past year:

Under the direction of Prof. Torsten Biemann and Prof. Hartmut Höhle, the Business School founded the Management Analytics Center. Based on up-to-date research results, the center helps companies design data and analytical solutions to create a sound basis for decision-making.

Dr. Alexander Pinz educated the next generation of decision-makers. In collaboration with the non-profit organization Kinderhelden e.V., he gave an introductory lecture on business administration to fourth grade children.

The Chair of Corporate Social Responsibility organized the Digital Changemakers Summit, where students work together mentored by practitioners to develop concepts for digital solutions to social and/or environmental problems.

The Institut für Mittelstandsforshung (ifm) organized the 17th Scandinavian Consortium for Organizational Research (SCANCOR) Workshop on Institutional Analysis with more than 60 scholars participating.

In addition, we are proud to announce that researchers of the Area Management published more than 26 papers in renowned international journals and obtained 14 awards for exceptional research and reviewing activities. We welcomed 14 reputable international scholars, who presented their research projects in our Area Management Seminar Series.

To strengthen our research and teaching competence, we recruited additional junior faculty. We are pleased that two outstanding junior professors accepted our offer.

We are very grateful to the 55 guest lecturers who were willing to share their expertise with our students.

Last but not least, we want to thank all of you for sharing your excitement and ideas and for unremittingly contributing to our research, teaching, and societal activities.

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

Prof. Karin Hoisl
Speaker of the Area Management
Management Analytics Center starts its work

In all areas of business administration, data and data analyses increasingly determine business success and enable completely new business models. Supported by the association “Partner der Mannheimer Betriebswirtschaftslehre e.V.”, our Business School founded the Management Analytics Center to help companies through research and practical transfer. Companies see the potential that the availability of an enormous amount of data offers and aim for target-oriented interpretation, but these require specific expertise, which is limited in many companies. Under the direction of Prof. Hartmut Höhle and Prof. Torsten Biemann, the Management Analytics Center bundles the expertise from all areas of the Business School, including Accounting Analytics, Financial Analytics, Learning Analytics, Marketing Analytics, Operations Analytics, and People Analytics. The center’s goal is to identify opportunities for analytics, introduce new methods, and offer solutions for organizations to make better decisions based on data.

In collaboration with company partners, the Management Analytics Center developed forms of collaboration that offer promising outcomes for both science and practice. For example, in People Analytics, the center established and extended a company network with regular meetings on topics such as analytics in recruiting and corporate health management. In addition, the center develops tailor-made solutions for companies and offers professional development via workshops and MOOCs.

More information can be found here: https://www.uni-mannheim.de/management-analytics/

Professor Woywode appointed chairman

Prof. Michael Woywode is elected chairman of the “Mafinex Gründerverbund Entrepreneur Rhein Neckar e.V.” The aim of the Gründerverbund is to initiate and support innovative start-ups from universities in the Rhine-Neckar region and includes the creation of a positive start-up climate at the universities as well as the identification of opportunities and risks of business start-ups.

Professor Hoisl appointed member of various boards

Prof. Karin Hoisl, Chair of Organization and Innovation, was elected Representative-at-large of the Technology and Innovation Management (TIM) Division of the Academy of Management for a two-year term. Furthermore, Karin Hoisl was elected member of the University Council (Universitätsrat) of the University of Mannheim.

Two new assistant professorships

Prof. Marc Lerchenmüller became Assistant Professor for Technological Innovation & Management Science. Prof. Dominika Wruck accepted the appointment as Assistant Professor for Sustainable Entrepreneurship. Read more on page 18.
Escape room “The Lost Scientist”

Together with two Chairs from Information Systems, the Chair of CSR has created an Escape Room in the Mannheim Palace to investigate leadership, team improvisation, and team performance using new methods of data collection (e.g., indoor positioning data, audio and video recordings). In the escape room “The Lost Scientist”, teams of five had one hour to search for hints, solve riddles, and ultimately find the key to get out of the room. The room was open for approx. four months and 100 teams participated, including student teams as well as groups of practitioners and Mannheim citizens. For a TV documentary about the empirical study, see: https://www.rnf.de/mediathek/video/escape-room-teamfaehigkeit-an-der-uni-mannheim/ 

New Work Summit

Prof. Laura Marie Edinger-Schons held a keynote on the topic “Purpose at Work” at the New Work Summit held on May 2nd: https://newworksummit.eu/ She is also amongst the first signatories of the New Work Charta: https://humanfy.de/new-work-chartha/ 

On cross-sector collaboration at FUSO.MA event

In September 2019, Dr. Alexander Pinz was invited to present the scientific perspective on cross-sector collaboration at the FUSO.MA event “Joint Forces for Sustainability”. FUSO.MA (Forum for Businesses and Social Organizations in Mannheim) is a student initiative aiming to connect nonprofits and businesses operating in the Rhine-Neckar region. https://fusoma.de/ 

Social Innovation Summit

Prof. Laura Marie Edinger-Schons chaired a panel discussion at the Social Innovation Summit 2019 held on September 20th and 21st in Stuttgart. More information about the Social Innovation Summit can be found here: https://sisummit.de/ and here https://www.youtube.com/watch?v=kD72xYCDso 

Climathon Mannheim

Prof. Laura Marie Edinger-Schons participated in the jury of this year’s climathon in Mannheim, organized by Hackerstolz and the City of Mannheim. During the 40 hours hackathon taking place from October 25th to October 27th, teams developed prototypes for digital solutions to tackle global sustainability challenges such as water scarcity or smart urbanization. Teams received support from mentors and access to various environmental and business data sources. The best projects were awarded with funding to put the ideas into practice.

What is a business? Lecture for children

In March 2019, Dr. Alexander Pinz gave a lecture for fourth grade children participating in the mentoring program Uni-Cleverlinge, organized by the nonprofit organizations Kinderhelden e. V. and the faculty of business administration. In this program, the children regularly meet with students of the University of Mannheim who support them in primary school.

Urban Thinkers Campus

During the Mannheim Urban Thinkers Campus on October 24 – 26, Prof. Laura Marie Edinger-Schons of the Chair of Corporate Social Responsibility gave a keynote speech on the role and opportunities of the private sector in the implementation of the UN Sustainable Development Goals. Moreover, in cooperation with the city of Mannheim, she hosted a workshop on quantifying the private sector’s contribution in reaching these goals.

For more information, please visit: https://utc-mannheim.de/en/
EVENTS

March & October, Mannheim

Digital Changemakers Summit

The Digital Changemakers Summit, a biannual conference and hackathon series organized by the Chair of Corporate Social Responsibility (formerly known as the CSR Wochenende) was held for the first time in Feb. 2008. The Digital Changemaker Summit focuses on a different topic related to sustainable business every semester. On the first day, practitioners, politicians and academics are invited to give lightning talks on the topic, followed by a concluding panel discussion. During the hackathon part of the event which takes place on the second day, Mannheim students work together in groups mentored by practitioners to develop concepts for digital solutions to social and/or environmental problems. More broadly, the workshops aim to raise awareness of the positive potential of digitalization to remedy social and environmental challenges.

On March 29th and 30th, the Chair of Corporate Social Responsibility organized the spring edition with focus on sustainable food, and on October 18th and 19th, the fall edition took place, focused on sustainable cities. Speakers came from Sustainable Food Academy, Share; the German Research Institute for Artificial Intelligence, BASF, SAP, City of Mannheim, HeidelbergCement, TUTAKA, and KIT.

Watch the video of the Spring Summit:
https://www.youtube.com/watch?v=IL-RafWyBCsY&t=40s

April, 16th, Mannheim

New Faces: UUX meets Artificial Intelligence - The 7th UIG Spring Conference

This year’s UIG conference took place on April 16, 2019 - under the direction of Prof. Dr. Michael Woywode, Dr. Achim Oberg, and Prof. Dr. Alexander Mädche - at the University of Mannheim. Under the motto New Faces: UUX meets artificial intelligence, the organizers this year focused on novel user interfaces that use different forms of artificial intelligence (AI) - e.g. in connection with voice control, gesture control or augmented reality. The event aimed to clarify challenging questions in the UUX area by experts from science and practice. Scientific representatives from the University of Mannheim, the Karlsruhe Institute of Technology, the German Research Center for Artificial Intelligence, the Technical University of Berlin, etc., together with leading practice experts from Bosch, Ergosign, SAP, etc., provided a wide range of highly valuable information.

In addition to the latest scientific findings, many interesting use cases such as best practices from companies and practical recommendations from consultants were discussed. The UUX-content could be experienced through cutting edge demonstrators as well as the latest test / measuring equipment which could be accessed by the more than 200 conference participants to gain a quick look into the future (impressions below).
May & December, Mannheim

DSI Lab pitch event

The Digital Social Innovation Lab (DSI Lab) is an incubator lab for teams of social entrepreneurs who focus on digital solutions for social and environmental problems. Organized by the Chair of Corporate Social Responsibility, Social Entrepreneurship BW and SAP, the program is designed to provide an inspiring environment, empower students to tap on digital technologies, and shape projects that drive social impact while creating sustainable revenues.

Over the course of 11 weeks and 8 interactive workshop sessions, the students build teams, create a first idea for a social business, and develop it further in each session. The student teams learn how to build a theory of change for their projects, get insights on business development, social impact measurement, storytelling, crowdfunding, and create a first digital prototype of their service or solution. The sessions incorporate design thinking methods and get complemented by guest talks from private and non-profit sector. At a final event, the students pitch their business ideas in front of an expert jury. The best idea receives an award and the teams have the possibility of starting spin-off start-ups based on their projects.

In May the winning projects, selected by an expert jury, were Freshboxx and Doubble. Freshboxx is an online platform that directly connects consumers with local farmers. Doubble makes donations easy, transparent, and integrated into everyday activities. QR codes on consumer goods lead users directly to the platform.

In December the winning project was Herzlich Unverpackt, which provides a platform for stores selling unwrapped products where they can buy their products jointly with other stores in the region in order to increase purchasing power and sell at lower prices.

Watch the video summary: https://www.youtube.com/watch?v=F2JVwgoVk1A

Find out more about the DSI Lab and the student teams on the official website: https://dsilab.de/

Summer 2019, Mannheim

Entrepreneurship and innovation: Theoretical foundations and practical approaches

During the Summer School 2019 international and local students (picture below) grabbed the opportunity to not only experience Mannheim as a vibrant city but also to study in one of Europe’s largest baroque palaces. The Area Management contributed the module Entrepreneurship and Innovation: Theoretical Foundations and Practical Approaches. In this module that was organized jointly by Assistant Prof. Dennis Steininger and Assistant Prof. Jan-Philipp Ahrens the participants gained a deeper understanding of the theoretical foundations of entrepreneurship and practical tools to create ideas and start their own businesses.

The course also facilitated understanding today’s economic landscape and how it is influenced by two major groups and their highly innovative ventures: Young entrepreneurial start-ups such as Tesla, and existing firms such as IBM or Google with strong intrapreneurial activities and innovation management. The course challenged students by asking questions such as: How can we manage innovation? How can we lever entrepreneurial and intrapreneurial resources and capabilities? What are the key entrepreneurial competencies of founders and (future) top level executives in today’s fast-moving digital business world?

Light was also shed on competitive positioning and advantage, as well as strategic dimensions of recent developments in the market such as digitalization and its implications for new ventures and business models. The students got the chance to understand and train suitable tools and topics while developing and presenting their own business idea in a team. After successfully completing the course the students were able to understand the fundamentals of entrepreneurship and innovation and gained insights into the German entrepreneurial landscape. To round the lecture off it ended with company visits to local start-ups.

For more information about the upcoming summer school 2020 go to: www.mannheim-business-school.com/summerschool
August 26th – 30th, Mannheim

17th SCANCOR workshop on institutional analysis successfully hosted by the Institute for SME research at the University of Mannheim

In the last week of August 2019, from August 26 to 30, the 17th SCANCOR Workshop on Institutional Analysis took place at the University of Mannheim.

More than 60 scholars participated the public morning lectures each day, where international faculty presented and discussed research within the field of institutional theory. Afternoon workshop sessions with international faculty provided a unique learning experience to the 25 PhD students from across Europe, who successfully applied to the workshop.

The Scandinavian Consortium for Organizational Research (SCANCOR) facilitates inquiry in organizational social science among a transnational network of scholars (https://scancor.org/). Its member institutions in Scandinavia and greater Europe support working visits and residencies at Stanford and Harvard Universities.

SCANCOR also sponsors conferences, workshops, and mentoring opportunities worldwide. One important event is the SCANCOR Workshop that takes place every year at one of the partner institutions.

This year’s workshop was hosted by the Institute for SME Research (ifm) and co-organized by Woody Powell (Stanford University), Achim Oberg (WU Vienna, ifm University of Mannheim), Dominika Wruk and Michael Woywode (ifm, University of Mannheim).

Speakers included Woody Powell (Stanford University), Bruce Carruthers (Northwestern University), Grégoire Croideu (EM-LYON), Stine Grodal (Boston University), Henning Hillmann (University of Mannheim), Achim Oberg (WU Vienna/University of Mannheim), Renate Meyer (WU Vienna), Sarah Soule (Stanford University), Michael Woywode (picture below) and Dominika Wruk (University of Mannheim).

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September 9th, Mannheim

“Nachhaltig Erfolgreich Sein” Conference

On September 9th, 2019, together with the Wirtschaftsförderung of the City of Mannheim, the Chair of CSR hosted the event “Nachhaltig Erfolgreich Sein” for businesses from the Rhine-Neckar Region who are interested in sustainability, Corporate Social Responsibility, impact measurement, social innovation, design thinking, employee engagement, social intrapreneurship, and collective impact.

A group of more than 50 participants listened to two inspiring keynote lectures by Christian Hübel, Strategic Manager of the city of Mannheim and Prof. Stefan Reichelstein, Founder of the Mannheim Institute for Sustainable Energy Studies.

Following the keynotes, a series of workshops was offered to the participants. These workshops were held by members of the Chair of CSR, the Peer School for Sustainable Development, and Social Entrepreneurship BW. The workshops shed light on how to successfully align one's sustainable engagement and economic goals, for example through social innovation and impact measurement.
November, Mannheim

"Benchmark Family Firms": The Institut für Mittelstandsfor-schung presents results from a joint research project with KPMG

Around 100 practitioners, mostly local family firm leaders, attended the result presentation of the comparative study on the economic performance of family firms versus non-family firms in the Rheineckar metropolitan region and the Stuttgart region. The study conducted by a team at the ifm (Dr. Detlef Keese, Assistant Prof. Ahrens, Annegret Hauer, Baris Istipliler (PhD), and Mark Kowalzick (PhD)) examined 2,364 companies to highlight the special strategies of family firms. In addition, the effects of the shareholder structure, in particular the role of female owner-managers and executives and of external executives was examined.

The results show that family firms are the driving force behind the success of the economic areas mentioned, as they act with foresight and have a significantly higher return on assets than non-family led businesses. Especially, family firms led by female managers operate most profitably and even more prudent. The study also highlights that traditional and patriarchal values are still holding back women to take over, resulting in low observations of female leadership.

The presentation of the study by Dr. Keese was followed by a panel discussion which was moderated by Prof. Woywode. Among those present on the panel were Simon Engelhorn, managing director of the well-known Mannheim family business, and Christine Steger, managing director of the cosmetics company Mann & Schröder (Heilbronn). Both acknowledged the importance of the topic “women in leading roles” given their own experiences and noted a backlog in the economy. Stefan Philipp, owner and Co-CEO of the hidden champion company HIMA (Brühl) stressed the importance of risk taking and entrepreneurial behavior in family firms, in particular when it comes to multigenerational family firms. Several members of the faculty also attended the presentation, such as Prof. Simons, Prof. Voget (both Accounting Area), and Prof. Truxius (former Dean of the Faculty of Business) who joined the panel discussion as an expert on family firms and former CFO of Dachser and Heraeus.

December 12th, Mannheim

Think17 Summit

The 2019 issue of the Think17 Summit took place in the Mannheim Business School Study and Conference Center on December 12th, 2019 and was co-organized by the Chair of CSR and the Peer School for Sustainable Development. The summit’s mission is to develop mutual solutions to reach the UN Sustainable Development Goals by bringing together experts from sustainability management, academia, and foundations. The summit was organized in a bar camp-like format with parallel sessions on different topics in sustainability management (incl. circular economy, corporate political activism, social impact measurement, or corporate volunteering) and with time for networking. 70 sustainability experts were invited to exchange knowledge with the community in interactive sessions hosted by speakers with various backgrounds (picture on the right).

The next think17 Summit will take place on June 17th, 2020 at the GLS Bank headquarter in Bochum. Find out more about the summit on the official website:
https://www.think17.org/

CSR film festivals

As part of the seminar CSR Videos, the Chair of CSR organized two film festivals in the Arkadentheater at the University of Mannheim on May 27th, 2019 and November 27th, 2019. During the festivals, the Chair screened video documentaries that master students had produced around the topic of each semester. During the Spring semester, the documentaries focused on the topic of “Sustainable Food”, while in the Fall semester, the topic was “Sustainable Cities”.

The video documentaries can be found on the Chair’s Youtube Channel: https://www.youtube.com/c/ChairofCSRUniMannheim
Gender gaps in perceived start-up ease

The article "Gender Gaps in Perceived Start-up Ease: Implications of Sex-based Labor Market Segregation for Entrepreneurship across 22 European Countries" by Vartuhi Tonoyan (former ifm employee), Robert Strohmeyer (employee at ifm, picture on the right) and Jennifer E. Jennings (University of Alberta) has been published in the renowned journal Administrative Science Quarterly.

Although scholars have long recognized the consequences of sex-based labor market segregation for gendered outcomes in conventional wage-and-salary employment, comparatively little is known about the implications for entrepreneurship. We call attention to implications stemming from manifestations at distinct levels of analysis, specifically to the differential structural positions that men and women are likely to occupy as employees and to the degree of sex-based labor market segregation in a country overall.

We hypothesize that the gendering of labor market positions will have the first-order effect of reducing women’s likelihood of acquiring entrepreneurship-relevant resources, experiencing entrepreneurial career previews, and being exposed to industry opportunity spaces for launching new firms, which will have the second-order effect of lowering their start-up ease perceptions relative to men’s. We further suggest that this gender gap will widen in societies with more highly sex-segregated labor markets. Data from 15,742 employees in 22 European countries provide strong support for these claims. By demonstrating how pre-entry assessments of entrepreneurship are influenced by gendered employment experiences at the individual level and gendered labor market regimes at the country level, this study lays a foundation for further multi-level research on the relationship between institutionalized labor market practices and entrepreneurial activity.


Gender differences in how scientists present the importance of their research

An international collaboration of researchers from the University of Mannheim, the Yale School of Management, and Harvard Medical School examined whether men and women differ in how positively they present research findings in titles and abstracts of academic articles.

The study published in the BMJ provides evidence that research teams led by women are less likely to use positive terms such as ‘novel’, ‘unique’, and ‘promising’ to present their findings compared to articles written by male lead authors. In turn, presenting one’s research findings in a positive light was associated with higher downstream citations. Since citations are a core determinant of hiring, promotion, pay, and funding decisions, the findings collectively suggest possible career implications stemming from gender differences in language use – an hitherto under-explored potential contributor to gender gaps in science. Building on a literature in social psychology that suggests that men may self-promote more than women, Marc Lerchenmüller (Mannheim), Olav Sorenson (Yale), and Anupam Jena (Harvard and NBER) hypothesized that women may be more timid in presenting research accomplishments. To provide the first field evidence on this possible phenomenon, the team analyzed language use in over six million life science articles. To ensure an apples-to-apples comparison of research by men and women, the team identified publications in the same journal and year as well as in highly similar fields of research.

Overall, women were less likely to use positive terms to qualify research findings relative to men, particularly in the most influential journals with an impact factor exceeding 10. One mechanism that may contribute to these findings is that it is deemed more socially acceptable for men rather than women to engage in self-promotion. Women may be held to different standards during the peer review process (which generally is single blind in the life sciences), potentially moderating language use from initial submission to publication in a gendered way. Alternatively, women may preempt this potential ‘treatment’ by adapting their language use even prior to submission.

An editorial that accompanied the study in the BMJ highlights the important stimulus these findings may bring to the policy discourse on gender gaps in science including, for example, policies on language curation during the journal editorial process. The study and the underlying code and data are available open access: https://www.bmj.com/content/367/bmj.l6573
Rethinking the gold standard with multi-armed bandits: Machine learning allocation algorithms for experiments

Chris Kaibel (picture on the right), former research associate and doctoral candidate and Prof. Torsten Biemann from the chair of Human Resource Management and Leadership at the University of Mannheim recently published a research article in Organizational Research Methods with the title “Rethinking the Gold Standard with Multi-armed Bandits: Machine Learning Allocation Algorithms for Experiments”. In this article, the authors investigate how machine learning algorithms can be used to make experiments more efficient and more ethical. Commonly, researchers allocate subjects randomly and equally to the different treatment conditions before the experiment starts. While this approach is intuitive, it means that new information gathered during the experiment is not utilized until after the experiment has ended. However, particularly in field experiments, where treatments can have positive or negative effects on participants in the workplace, withholding information about the effectiveness of treatments can potentially constitute as an ethical issue, which can make the implementation of experiments difficult. Based on methodological approaches from other scientific disciplines, such as computer science and medicine, the authors recommend the use of machine learning algorithms for subject allocation in experiments. Specifically, they discuss a Bayesian multi-armed bandit algorithm for randomized controlled trials and use Monte Carlo simulations to compare its efficiency with randomized controlled trials that have a fixed and balanced subject allocation. The findings indicate that a randomized allocation based on Bayesian multi-armed bandits is more efficient and more ethical than a fixed and balanced subject allocation in most settings. Finally, the authors discuss that the advancing digitalization might enhance the conditions for an automated data collection and randomized allocation and therefore eases the application of a response-adaptive subject allocation with machine learning algorithms.


Area scientists describe new management technique for crowdfunding: “Ultimate Dream Management” (UDM)

In a VHB: A published article “The Star Citizen Phenomenon & the “Ultimate Dream Management” Technique in Crowdfunding” Assistant Prof. Jan-Philipp Ahrens, PhD student Baris Istipliler, Assistant Prof. Andrew Isaak, and Assistant Prof. Dennis Steininger unveil a novel management technique – Ultimate Dream Management (UDM) – whose emergence is facilitated by recent developments in information systems-enabled contexts and which is particularly apt for steering and managing shared desires or dreams of a crowd, a topic of relevance also for the current debate on climate change.

In a mixed-methods approach, they leveraged a large dataset of the world’s most-funded reward-based crowdfunding project – Star Citizen – to zoom in on the process of social capital development as a success factor. Star Citizen is an online space opera simulation currently under development by the start-up Cloud Imperium Games. Although the release of the final product is yet to come, Star Citizen has already collected a quarter billion US dollars of crowdfunding. Ahrens et al. argue that the unparalleled crowdfunding success of Star Citizen was not a result of entropy or tail risk. Rather, it is the result of a meticulously planned and authentically executed new management technique that centers around getting people involved in continual social exchanges around a shared dream.

According to the new management technique, managers should follow UDMs five themes of igniting, nurturing, (re-)understanding, sustaining and building on customer dreams through social exchange. In doing so, vital social capital is nurtured, the most critical success factor in reward-based crowdfunding, while the discourse and direction of the shared dream is managed and the dreams of the customers are very thoroughly understood, bringing demand and supply ever closer together. The principles of UDM can be generalized beyond crowdfunding to better understand settings where developing, managing, and keeping a large set of people motivated towards reaching a common goal is important. Examples are distributed work environments, open source development, and IS-enabled social initiatives targeting strongly desired states, such as environment protection movements.

https://www.researchgate.net/publication/33725672_The_Star_Citizen_Phenomenon_the_Ultimate_Dream_Management_Technique_in_Crowdfunding
CURRENT RESEARCH PROJECTS

Corporate recidivism and investor response. The “good” in being notoriously bad.

Brigitte Wecker (picture on the right) and Prof. Matthias Brauer from the Chair of Strategic and International Management at the University of Mannheim have recently conducted research on the extent to which capital markets penalize firms that are repeatedly alleged of illegal behavior.

The current research program on capital market reactions to corporate illegal behavior has been sparked by frequent news reports about firms’ illegal behavior. Such prevalence of illegal behavior is troublesome as corporate illegality has been argued and found to be associated with adverse effects for major firm stakeholders such as investors, customers, employees, or suppliers. Consequently, from a stakeholder perspective, the question of how future wrongdoing by firms can be prevented becomes pivotal. In this vein, the stock market penalty, i.e., negative investor response to such news about illegal behavior, next to regulatory penalties, is commonly viewed as an effective means to sanction corporate illegal behavior. Consistent with this notion, prior research on investor response to corporate illegal-
Citizens perspectives on public service delivery

Martin Sievert (picture on the right), Dr. Alexander Pinz, and Prof. Bernd Helmig from the Chair of Business Administration, Public & Nonprofit Management examine the dynamics of organizational legitimacy in the context of cross-sector collaborations. Their current research project addresses public administrations' legitimacy with two survey experiments.

The public sector increasingly uses collaborations with private partners for public service delivery. Citizens, however, often consider private sector firms barely suitable for public service provision. Hence, these collaborative partnerships may have severe implications on the perceived legitimacy of public administrations. Because research has neglected to analyze the impact of collaborations with private actors in this regard, we conduct two distinct survey experiments to examine potential spillover effects of legitimacy perceptions. First, we conducted a factorial survey experiment (n = 379) to investigate the influence of public service provision via public-private partnerships (PPPs) and the projects' success (respectively failure) on citizens' perceptions of the public administration's legitimacy. Multilevel analysis reveals that the public administration's organizational legitimacy decreases if public services are provided through PPPs. Further, project failure negatively affects legitimacy. This effect is stronger for PPPs as compared to standard service delivery.

Based on the results and to address potential limitations, an advanced empirical strategy has been developed resulting in a more complex survey experiment. By applying an extended factorial design, including a pretest-posttest measurement of organizational legitimacy, the mechanisms behind the observed legitimacy changes and spillover effects will be addressed. This second experiment will be conducted in January 2020 in collaboration with a professional panel provider aiming for a representative sample of inhabitants in Baden-Württemberg.

Entrepreneurial orientation in family firms

In family businesses, the family is a major driving force and can behave either proactively or reactively. This may influence the entrepreneurial orientation (EO) of companies, which has been shown to be positively correlated with a company's performance. The concept of EO covers five characteristics: innovativeness, risk taking, proactivity, autonomy and competitive aggressiveness. A current research project of the ifm Mannheim aims at shedding more light on the role of families in identifying and exploiting opportunities, as well as in their willingness to embrace innovation and risk. Although there have been many publications on the importance of EO especially for the company's success, the influence of the family remains largely unexplored. The basic hypothesis of our study is that the influence of the family on EO is lower in larger firms mainly because of organizational and legal constraints. A particularly interesting situation arises when generational change takes place because it offers the opportunity to give a new push to the EO. We analyze to what extent it makes a difference whether this change takes place within the family or whether external managers come into play. Family businesses are compared with non-family businesses to make the family-specific influences visible.

Besides that, another basic aim of the study is to make EO more calculable and enable further analysis to be independent from direct questionnaires. Therefore, two different methods for the measurement of EO are used: First the study carries out a content analysis of annual reports using selected keywords. Furthermore, the EO should be proved by the evaluation of the respective balance sheet ratios of the companies and the results of both methods should be compared. This is in contrast to the overwhelming majority of previous studies that capture EO based on a survey of companies with extensive questions related to EO. We decided to use existing information to avoid bothering family firms with these time-consuming methods. This approach also allows us to include companies in the analysis that normally refuse answering questionnaires. In addition, a more targeted composition of the sample for the comparison between family and non-family firms is possible.
THIRD-PARTY FUNDS & RESEARCH COOPERATION PROJECTS

Seed funding for MZES project on barriers to migrant entrepreneurship

Which barriers do migrants in Germany face when starting a company? And are these different from those facing native entrepreneurs? These questions are at the core of a new project by Ifm researchers Dr. Bettina Müller and Dr. Christoph Sajons, for which they obtained seed funding within the research program of the Mannheim Centre for European Social Research. The project will run at least until the end of 2020 and aims at laying the foundations for a more comprehensive analysis on the national level.

Q-KNOW - Relational quality

Developing quality through collaborative networks and collaboration portfolios - BMBF funds new ifm research project for three years

Developing the quality of science through research collaborations among research-producing organizations in Germany (1900–2020). Germany's Federal Ministry of Education and Research funds this international, interdisciplinary research project in which Dr. Achim Oberg at University of Mannheim collaborates with Professor Justin Powell from University of Luxembourg and Professor Anna Kosmützky from University of Hannover.

Q-KNOW comparatively and historically charts the massive expansion of science production worldwide, extending the SPHERE project (Science Production, Higher Education Research and Development, and the Knowledge Society) to address the question: How does the quality of science develop through research collaborations? Analyzing co-authored papers published in all research-producing organizations from 1900–2020, we develop a unique bibliometric dataset based on Clarivate Analytics’ Science Citation Index Expanded (SCIE). We investigate how scientific publication patterns advanced according to the proportion and impact of interorganizational collaborative networks, depending on collaboration portfolios among organizations in Germany (and all partner organizations worldwide) and how these patterns are leveraged to enhance scientific quality at organizational level. The Q-KNOW project directly addresses this significant black box.

Research cooperation with Nationaltheater Mannheim

The central goal of the research cooperation of the Chair of General Management, Public & Nonprofit Management and the Nationaltheater Mannheim is to better understand the visitors and non-visitors of the theatre, a public institution and public service provider facing structural and societal challenges. Against the background of the increasing diversity in Mannheim’s city society, one aim is to find out who visits the Nationaltheater Mannheim and why through a large-scale customer survey. Furthermore, barriers for cultural service consumption are identified by conducting focus group interviews with non-visitors. Results will help to bind, sustain and develop various theatre visitor groups for the future.

Marc Stefan Sickel, Managing Director of the Nationaltheater Mannheim: "It is time to conduct a comprehensive visitor survey at the NTM, especially as the general renovation with its interim period is imminent and we would like to take our audience with us on this journey. It is very important for us to have a dialogue with our audience, to know their needs, and to prepare ourselves for the future of the house.”

Professor Bernd Helmig, Chair Holder: “Our mission at the Chair is to generate and pass on knowledge about management in public welfare organizations. Projects with practical partners such as the Nationaltheater Mannheim are essential. Through this research cooperation, we can make an important contribution to an open society and help shape the future of the city of Mannheim”.

Institutions, networks, knowledge transfer, and innovations

A comparison of the development of the green economy in Ukraine, Russia, and Germany - Volkswagen Stiftung funds ifm project for three years.

The Volkswagen Foundation approved funding for the three-year project which was granted through the initiative Trilateral Partnerships – Cooperation Projects between Scholars and Scientists from Ukraine, Russia and Germany. Under the guidance of Prof. Michael Woywode the Institute of SME Research and Entrepreneurship of the University of Mannheim will implement the project in partnership with the Institute for Economics and Forecasting of the National Academy of Science (Ukraine) and the Siberian Federal University (Russian Federation).
Research study with the German Red Cross Rhine-Neckar/Heidelberg

Since the early 1990s, there has been a shift towards more professionalization in the nonprofit sector. Nonprofit organizations are becoming more and more 'business-like', which carries the danger of a mission drift. In addition to the previously dominating social goals, economic goals have evolved. Organizational success in the nonprofit context is therefore often considered as a multidimensional construct. In contrast to for-profit enterprises that follow the ultimate goal of profit-maximization, employees in nonprofit organizations act in an organizational environment that is influenced by contradictions and tensions between an economic imperative on the one hand and the alignment towards a social mission on the other hand. In a current research study in cooperation with the "German Red Cross Rhine-Neckar/Heidelberg", Dr. Benedikt Englert, Dr. Alexander Pinz, and Prof. Bernd Helmig – Chair of General Management, Public & Nonprofit Management – analyze the challenges of the diverse individual responses to the co-existence of potentially conflicting goals. More specifically, they try to understand the role of identification with multiple goals for the relationship between goal (importance) congruence and positive work outcomes.

Meet and Code

The initiative Meet and Code supports all kinds of event projects around the topic of programming, which are organized within the EU Code Week. The aim of Meet and Code is to introduce children and young people between the ages of 8 and 24 to the world of technology and programming. Behind this initiative are SAP, Haus des Stiftens gGmbH (HdS) and the respective country partners of the TechSoup Europe network. SAP makes Meet and Code possible through financial support and the provision of resources. The HdS is responsible for the initiative and for selecting the projects to be funded, coordinating project funding by the responsible country partners of the TechSoup Europe network for the other countries, and forwarding the funds provided by SAP.

The Chair of CSR measured the impact of Meet and Code on the participants. This includes in particular the development of the measurement approaches, analysis of the data, and preparation of the results for HdS for publication purposes. All partners considered the results of the impact assessment to be a great success.

Digital-Report 2020 – Non-Profits & IT

Haus des Stiftens is the initiator of a large-scale survey on digitization in the nonprofit sector. The results will be published in spring next year in the 'Digital Report 2020: Non-Profits & IT' which is based on the 'IT Report for Non-Profits 2015'. The Digital Report 2020 is funded by the Federal Ministry of the Interior and the Chair of Corporate Social Responsibility is the execution partner for this study. The survey was developed and conducted from August to November this year.

The study aims to make the developments and trends regarding the digitalization of civil society visible and empirically reliable. In this way, the study should provide food for thought and impulses - both for public discourse and for internal discussion within non-profit organizations. In addition, the data will be used to create an interactive online platform that allows organizations to compare their degree of digitization with other organizations.

TSG Hoffenheim

The TSG Hoffenheim football club wants to position itself more strongly as an innovative role model for taking on social responsibility. This aspiration is to be implemented at all levels of the value chain through the future strategy "TSG ist Bewegung". In sponsoring, this means linking opportunities through sustainability with an innovative sponsoring concept. To achieve this, TSG is working together with the Chair of CSR. The aim is to develop a sponsoring concept that considers economic added value for the TSG and the sponsor created through a joint commitment to a higher purpose and a shared set of values. A first lab-in-the-field experiment to collect data for the development of this concept is currently being planned and will be carried out in early 2020.


**AWARDS**

The joint research paper of *Jan-Philipp Ahrens, Marc Kowalzick*, and Jochim G. Lauterbach “How CEO Identity and Social Structure Dynamics mold Crisis Response and Performance in Founder and Family Influenced Firms - Evidence from S&P 1500” was nominated for the Best Article at the 9th Annual Conference of German Family Business Research Institutes.

*Jan-Philipp Ahrens* has been awarded the Best Reviewer Award (Journal) at the Junior Management Science Conference 2019. Furthermore, he was elected President of the Special Interest Group GAME (SIG GAME) that is dedicated to the nexus of information systems, management and game design (i.e., video games, gamified information systems, etc.) of the Association for Information Systems (AIS) that holds the International Conference on Information Systems (ICIS / VHB: A).

*Torsten Biemann* was voted into the list of 40 thought leaders in HR (“40 führende Köpfe des Personalwesens”) by the Personalmagazin.

*Matthias Brauer*’s and Martin Zimmermann’s study “Investor Response to Workforce Downsizing: The Influence of Industry Waves, Macroeconomic Outlook, and Firm Performance” (published in the Journal of Management) has been nominated by the Scientific Commission Strategic Management for the VHB Best Paper Award 2019.

*Matthias Brauer*’s study on “Firm performance and aspiration levels as determinants of a firm’s strategic repositioning within strategic group structures” (together with Markus Schimmer) was chosen as part of the virtual special issue “SO! James G. March Tribute Collection” by the journal ‘Strategic Organization.’
Laura Edinger-Schons was voted into the Top 40 under 40 list by the Capital magazine: Every year, the Capital magazine selects 40 persons below the age of 40 which have shown an exceptional talent in one of four fields of expertise: entrepreneurship, politics, management, or science and society. This year, Laura Edinger-Schons of the Chair of Corporate Social Responsibility was selected as one of Germany’s top talents in the final category for her scientific and societal contributions.

A research paper titled “The Double-Edged Sword of Corporate Social Responsibility in the Luxury Context”, co-authored by Laura Marie Edinger-Schons and Jenni Sipilä from the Chair of CSR, was awarded at the best paper of the Consumer Behavior track at the American Marketing Association (AMA) Winter Academic Conference.

With the paper “Are Two Reasons Better Than One? The Role of Appeal Type in Consumer Responses to Sustainable Products”, Laura Edinger-Schons and Jenni Sipilä of the Chair of CSR, together with Sankar Sen, Gina Mende, and Jan Wieseke, published one of last year’s 20 most read papers in the Journal of Consumer Psychology. The paper investigates the impact of joint appeals in the marketing of sustainable products on consumers with varying personal involvement in sustainable consumption.

Benedikt Englert has been awarded the prize of the Karin-Islinger-Stiftung for excellent dissertations for his doctoral dissertation “Personalmanagement in Nonprofit-Organisationen. Zur Rolle des Person-Enviroment Fit”.

Baris Istipliler and Jan-Philipp Ahrens have received the award for Best Paper Proceedings of the Academy of Management Annual Meeting, Boston, for their paper “The Role of Sovereignty Goals in Explaining the Stakeholder Orientation of Family Firms”.

The author team of Chris Kaibel, Irmela Koch-Bayram, Torsten Biemann, and Max Mühlenbock received the award for Best Paper Proceedings of the Academy of Management Annual Meeting, Boston, for their paper “Applicant Perceptions of Hiring Algorithms - Uniqueness and Discrimination Experiences as Moderators.”

Alexander Pinz has been awarded the Above and Beyond the Call of Duty (ABCD) Reviewing Award of the Organization and Management Theory Division of the Academy of Management for outstanding review activities. The Above and Beyond the Call of Duty (ABCD) Award recognizes reviewers who were deemed worthy of special acknowledgment for the helpfulness, extensiveness and insight of their reviews.

Leo Schmallenbach and Mona Reber of the Chair of Organization and Innovation both received the “TIM Division Best Reviewer Award” for their excellent reviews for the Technology and Innovation Management Division as part of the AOM 2019 Annual Meeting Paper Review process.

The ifm was present at this year’s G-Forum conference with three best paper nominations. Thomas Hipp received a nomination for his paper titled “The impact of students’ human capital investment on entrepreneurial outcomes – How do courses in entrepreneurship affect venture creation and entrepreneurial job choices?”. In this paper he analyzed the effects of entrepreneurship education formats in a university setting. In his novel approach he uses information on the Internet to follow an individual’s path and includes not only venture creation but also entrepreneurial job choices in his analysis. Jan-Philipp Ahrens, Marc Kowalzick, and Jochim G. Lauterbach were nominated for their paper “On conflict and consonance: Founder and family involvement in turnaround situations”. Another nomination goes to Baris Istipliler, Jan-Philipp Ahrens, Suleika Bort, and Andrew Isaak and their paper: “Learning the bias? How successor pre-succession firm experience affects family firm performance”. In this study, they discuss the importance of stewardship behavior in family firms and how experience inside the family firm can decrease firm performance. This paper also received the best article award at the 17th Interdisciplinary European Conference on Entrepreneurship Research and the 4th International Family Business Research Forum.
RESEARCH PRESENTATIONS 2019

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

Academy of Management Annual Meeting 2019, Boston, Massachusetts (picture on the right)
Association for Consumer Research (ACR) Conference 2019, Atlanta, Georgia
American Marketing Association (AMA) Winter Academic Conference 2019, Austin, Texas
Business and Society Seminar 2019, Amsterdam, Netherlands
BRICK 2019: The Organisation, Economics and Policy of Scientific Research, Bordeaux, France
Centre for European Research on Microfinance (CERMI), Research Seminar, Mons, Belgium
Conference “Family business: thinking about the future”, Lemberg, Ukraine
DRUID Conference, Copenhagen, Denmark
DRUID Academy Conference, Aarhus, Denmark
EIASM Workshop on the Challenges of Managing the Third Sector, Trondheim, Norway
European Academy of Management (EURAM), Lisbon, Portugal
European Group for Organizational Studies (EGOS), Edinburgh, Scotland
European Group of Public Administration (EGPA) Annual Conference 2019, Belfast, United Kingdom
European Marketing Association Conference (EMAC) 2019, in Hamburg, Germany
European Strategy, Entrepreneurship and Innovation (SEI) Faculty Workshop, IESE Business School, Barcelona
Family Business Research Forum, Monaco, Monaco
Konferenz deutschsprachiger Zentren für Familienunternehmensforschung, Bielefeld, Germany
Interdisciplinary Annual Conference on Entrepreneurship, Innovation, and Mittelstand 2019, Vienna, Austria
International Conference on Information Systems 2019 (ICIS), Munich, Germany
International European Conference on Entrepreneurship Research, Utrecht, Netherlands
INSEAD, Research Seminar, Fontainebleau, France
Junior Management Seminar Conference, Hamburg, Germany
Mapping Entrepreneurial Groups Conference, 2019, Berlin, Germany
Max-Planck-Institute Junior Researcher Workshop, Munich, Germany
Munich Summer Institute, Munich, Germany
Research on Innovation, Science and Entrepreneurship (RISE) Workshop, Max-Planck-Institute, Munich, Germany
Scancor Workshop, Mannheim, Germany
Tilburg University, Research Seminar, Tilburg, Netherlands
Marc Lerchenmüller assistant professor for technological innovation and management science

Marc Lerchenmüller joined the University of Mannheim as assistant professor for technological innovation and management science in April 2019. He is also a research fellow at the Yale School of Management.

Professor Lerchenmüller’s primary stream of research pertains to the economics of innovation. In particular, he examines how individuals’ and organizations’ strategic adaptation to competitive conditions influences the pathway to innovation and entrepreneurial outcomes. “I am intrigued by questions to which existing theories offer explanations that deviate from real world phenomena. I am, for example, puzzled by the fact that ‘less is often more’ in the context of innovation – be it less money yielding better outcomes or be it less immediate applicability leading to breakthrough innovations longer term. I would like to better understand and explain these often counterintuitive innovation dynamics through my research.” A current working paper of Professor Lerchenmüller examines the impact of the multi-billion dollar budget expansion of U.S. federal funding on the innovativeness of life science research.

His second stream of research concerns technology and science policy, especially issues related to the gender gap in science and issues in the translation of scientific discoveries into commercial endeavors. “The aim of this research program is to expose inefficiencies in how scientific knowledge is created and used. A particularly puzzling question is why knowledge contributions by women are stubbornly underleveraged despite the likely adverse consequences for economies and societies.”

Prof. Lerchenmüller’s research has appeared in the British Medical Journal, Circulation, the Harvard Business Review, PLoS One, and Research Policy. His research reaches a global audience in Management and other scientific disciplines as well as decision makers in policy and practice. He has written articles on his research for popular media, like the New York Times, and international news outlets, like the Frankfurter Allgemeine Zeitung and the Times Higher Education, have covered his work.

Before pursuing an academic career, Professor Lerchenmüller co-founded a life science start-up that was exited. He also worked for the Boston Consulting Group in New York.

Professor Lerchenmüller holds degrees from Imperial College London, the London School of Hygiene and Tropical Medicine, the University of Oxford, the WHU, and Yale University.

Dominika Wruk has accepted the appointment as Junior Professor for Sustainable Entrepreneurship at the Business Administration Faculty of the University of Mannheim

Dominika Wruk has been leading the BMPF junior research group platforms2share, an interdisciplinary team of six people, since June 2017. The group explores the potential of cooperative models and new technologies as well as their contributions to the Sharing Economy. Ms. Wruk is also currently co-leading the research project i-share, which identifies the economic, social and ecological effects of the Sharing Economy in Germany.

Another one of Ms. Wruk’s fields of research is the emergence and the diffusion of modern management concepts and practices. She works both theoretically and empirically and investigates the way new ideas and concepts emerge, find their way into organizations and are applied and combined in an organizational context.
## NEW DOCTORAL STUDENTS

### Martin Jerusalem
- PhD Student in the CDSB Program (Area Management), since 2019, GESS, University of Mannheim, Chair of Strategic and International Management
- Master’s degree: Master of Science (M.Sc.) in Business Administration, 2019, University of Mannheim
- Bachelor’s degree: Bachelor of Science (B.Sc.) in Management, 2017, University of Mannheim

### Madleen Meier-Barthold
- PhD Student in the CDSB Program (Area Management), since 2019, GESS, University of Mannheim, Chair of Business Administration, Human Resource Management and Leadership
- Master’s degree: Master of Science (M.Sc.) in Business Administration, 2019, University of Mannheim
- Bachelor’s degree: Bachelor of Science (B.Sc.) in Management, 2016, University of Mannheim

### Moritz Motyka
- PhD Student at the Chair of Business Administration, Public & Nonprofit Management, since 2019, University of Mannheim
- Master’s degree: Master of Science (M.Sc.) in Management, 2017, University of Mannheim
- Master’s degree: Master of Arts (M.A.) in Cultural Management, 2016, Institute for Cultural and Media Management at the University of Music & Theatre Hamburg
- Bachelor’s degree: Bachelor of Science (B.Sc.) in Business Administration, 2014, University of Mannheim

### Manuel Reppmann
- PhD student at the Chair of Corporate Social Responsibility, since 2019, University of Mannheim
- Practical experience, e.g. Accenture Strategy, Germany, (2018 – 2019)
- Master’s degree: Master of Science (M.Sc.) in Management and Accounting, 2018, University of Muenster
- Bachelor of Science (B.Sc.) in Business Administration, 2015, FOM University of Applied Sciences
There are striking differences in start-up decisions and behavior between men and women, because despite an increasing proportion of women in entrepreneurial activities, women are still under-represented in the group of founders. Even when it comes to patents, innovations or technology-oriented start-ups, there are clear gender differences.

Based on the state of research in this important field of entrepreneurship research, Mr. Strohmeyer examines in his cumulative dissertation, consisting of three individual contributions, the influence of gender on innovations (Study 1), possible reasons for gender differences in the perception of start-up opportunities (“perceived start-up ease”) (Study 2) as well as reasons for the type of self-employment of women in different countries (Study 3). Robert Strohmeyer’s work has already been published in high-ranking journals such as Administrative Science Quarterly ASQ (VHB: A+), Journal of Business Venturing JBV (VHB: A) and Entrepreneurship in Theory and Practice ETP (VHB: A).

Robert Strohmeyer received his Ph.D. at the Chair for Entrepreneurship and SME and currently works there as post-doctoral researcher.

Alexander Pinz started the PhD program of the Center for Doctoral Studies in Business (CDSB) at the Graduate School for Economic and Social Sciences in 2010, and worked as a teaching and research assistant at the Chair of Business Administration, Public & Nonprofit Management of Prof. Bernd Helmig. In 2017, he successfully defended his theses “Management of nonprofit microfinance organizations: an analysis of value creation processes of nonprofit microfinance organizations in the context of institutional plurality”, and started a post-doc at the same chair. His research focuses on the management of inter-sectoral collaborations, social enterprises, and (international) public organizations in the context of sustainable development. Applying an organizational theory perspective, he analyzed how these organizations manage to balance economic and social objectives in their day-to-day activities to generate social value, and how their work is perceived by the public. Alexander Pinz will start his new position as a researcher at the Paul-Ehrlich-Institute in Langen, Germany, in January 2020.

In May 2019, Mary K. Feeney, professor at the Arizona State University, USA was guest lecturer at University of Mannheim. Alongside various fruitful research conversations, Mary K. Feeney gave a seminar for Master students on the topic “Managers in the Public Sector” (MAN 676). The course covered advanced topics in the field of public management. Drawing from public management research and theory, current issues relating to public sectors were highlighted and discussed. Key topics included streetlevel bureaucracy, sector comparisons, technology use in government, managerial motivation, diversity and inclusion, and representative bureaucracy.

Mary K. Feeney is Professor and Lincoln Professor of Ethics in Public Affairs at the School of Public Affairs at Arizona State University and the PhD Director. She is the Editor of the Journal of Public Administration Research and Theory. Her expertise is in areas of public and nonprofit management, technology use in government, mentoring, and science & technology policy.
TEACHING NEWS

Teaching collaboration with Arthur D. Little – Student teams solve a real-life innovation management challenge

The Chair of Organization and Innovation offered a new Master-level course in the fall semester, "MAN 695 Project Course Innovation Management", in cooperation with the consulting firm Arthur D. Little.

The project course aims at providing students with practical insights into current issues in innovation management. Students take on the role of consultants and collaboratively solve a real-life problem in teams of three to four. This year’s project case centered around the challenges faced by incumbent firms in the telecommunications industry. Digitalization, changing customers’ needs and competitive pressures from new players entering the industry are only some of the many factors that are pushing traditional Telcos to evaluate new business opportunities. During the course, students consulted an established Telco that was planning to improve its product portfolio by offering cloud-based services to targeted customers. After conducting a thorough analysis of the industry and the firm’s internal situation, student teams identified suitable opportunities in the segment. Next, they developed a strategic plan for how the firm could address the most attractive opportunity and derived recommendations for its organizational implementation.

The entire project course profited tremendously from the expertise of our collaboration partner Arthur D. Little. The consultancy is an acknowledged thought leader in linking strategy, innovation and transformation in technology-intensive and converging industries. Two experienced consultants, Mr. Wilhelm Lerner, Senior Partner and Head of Arthur D. Little’s Strategy & Organization practice, and Dr. Felix Rippel, Manager in the Strategy & Organization practice, provided guidance and in-depth feedback to the student teams. Furthermore, Mona Reber and Claudia Rossetti, doctoral students at the Chair of Organization and Innovation, supported the students throughout the course and helped them structure their work through the application of theoretical concepts.

The course started with a joint kickoff session in September where the case and the assignment were introduced. After that, student teams worked on the case independently and presented their work-in-progress in two intermediate feedback sessions. Finally, all teams came together again to present and discuss their solutions in a final workshop in November.

Students appreciated the possibility to work on a real-life project and to closely collaborate with a consultancy and with team members from diverse backgrounds. The next “Project Course Innovation Management” (MAN 695) will be offered in the winter semester 2020 with a new topic and is open to students with Master-level knowledge on innovation and management.

Collaboration with Porsche AG on co-innovation

The Chair of Organization and Innovation collaborated with Porsche AG, represented by Dr. Wütz (Manager – Business Innovation), to study the design of co-innovation projects between established companies from different industries. A student of the “Master of Management” program applied the transaction cost theory to identify sources of transactional hazards that affect efficiency in such co-innovation projects. Through a regular exchange with representatives from the companies involved, the student gained comprehensive insights and subsequently derived practical implications for the efficient organization of collaborative work on innovation topics. The Master thesis has created considerable added value for Porsche, while also enabling the student to apply theories learned in class for analyzing real-world problems. Additionally, the student gained experience with pursuing and managing projects that will be of great value in his professional life.

Various master theses with partner companies

At the Chair of CSR, several master students are currently working on master theses together with partner companies including PERI, John Deere, HeidelbergCement, Lufthansa, or Listnride, covering topics ranging from materiality analyses to impact assessments.
AREA MANAGEMENT SEMINAR

Each semester international researchers are invited to present empirical and theoretical research projects in the field of management. Visiting researchers present their latest working papers and discuss the ideas with participating faculty from the Area Management, Ph.D. students of the GESS / CDSB program, and students from the Mannheim Master in Business Research. Listing in order of seminar schedule SPRING and FALL SEMESTER 2019.

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<td>Technische Universität Berlin</td>
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<td>Sascha Alavi</td>
<td>The impact of digital transformation on sales organizations. Does digital maturity in B2B sales really pay off?</td>
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<td>Ruhr-Universität Bochum</td>
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<td>Niron Hashai</td>
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<td>Arison School of Business, Israel</td>
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PRACTICIONERS’ LECTURES


In November 2019, we were delighted to welcome two proven experts from Andersch AG on the subject of ‘Digital Strategy’ to our Bachelor’s course MAN 301 ’Strategic and International Management.’ Pierre Stengel (left photo on the right) and Mannheim alumnus Friedrich Kunst (right photo on the right) not only presented a whole range of strategic tools for coping with the digital transformation, but the two management consultants of Andersch AG also provided first-hand insights into day-to-day consulting work through real-life examples. Over 650 students attended this guest lecture.


A.T. Kearney, Dr. Christian Weitert, Manager, Dr. Vladislav Kulikov, Associate: Due Diligence, in MAN 692 Organization Theory (FALL SEMESTER 2019).

A.T. Kearney, Dr. Peter Pfeiffer, Senior Partner and Managing Director: Case Studies on Motivation, Negotiation, Leadership, and Organizational Change, in MAN 691 Selected Topics in Organizational Behavior (SPRING SEMESTER 2019).

In the spring semester of 2019, Dr. Peter Pfeiffer (photo on the right) taught four modules in MAN 691 ‘Selected Topics in Organizational Behavior’, on themes like work motivation, leadership, negotiation and managing organizational change. He adopted a case-based approach, whereby he supplemented the conceptual and theoretical insights from lectures with practical insights from his recent work for large and multinationals companies. He took the students on a journey from the as-is situation to recommendations, which were critically discussed. Students profited from the opportunity to hear about his personal experience with, for example, managing the challenges of multi-party negotiation and developing and implementing revised leadership principles and behaviors. In addition, he presented several models developed and implemented by A.T. Kearney for assessing and managing organizational behavior, for example, when merging multiple R&D units into one centralized unit. We’re pleased to announce that Dr. Pfeiffer has formally joined the Chair of Organization and Innovation as a guest lecturer from this year.

BASF, Dr. Hans Oberschulte, Senior Vice President Human Resources Germany: Development and Implementation of an HR Strategy at BASF, in MAN 401 Organization & Human Resource Management (SPRING SEMESTER 2019).

BASF, Franziska Huggenberger & Silke Württemberger Dohn, Corporate HR Mobility: International Mobility @ BASF, in MAN 647 Strategic and International Human Resource Management (SPRING SEMESTER 2019).

BASF, Karin Heyl, Vice President Social Engagement & Work-Life-Management and Thorsten Pinkepank, Director Corporate Sustainability Relations, in CC 504 Corporate Social Responsibility (SPRING SEMESTER 2019).

BASF & Lecturer at the University of Heidelberg, Dr. Karl Hahn, Former Head of R&D: Innovation at BASF, in MAN 690 Innovation Management (SPRING SEMESTER 2019).
Every semester, the Chair of CSR is organizing an open guest lecture series with different practitioners as a part of the lecture “Corporate Social Responsibility” (CC 504). Guest lecturers include CSR managers from large companies, founders of small start-ups, as well as social activists from NGOs. The guest lectures are open for everyone interested in CSR and sustainability-related topics. Most of the guest lectures are recorded and provided on the chair’s YouTube channel: https://www.youtube.com/c/ChairofCSRUniMannheim

One of the guest speakers in the Fall Semester 2019 was Talke Schaffrannek (photo on the right), Director of Applied Sustainability at BASF. Her talk on October 1st, 2019, dealt with the highly topical theme of circular economy. During the guest lecture, the students learned about the topic of circular economy in general, as well as the activities that BASF is currently conducting in this area.

BASF, Vinay Singh, Data Analytics Manager at BASF, in CC 504 Corporate Social Responsibility (FALL SEMESTER 2019).

Bilfinger, Dr. Melanie Pooch, Senior Manager Projects & PMI: Certification & Beyond, in Management (Bachelor minors) (SPRING SEMESTER 2019).

CARE Netherlands, Solange Hai, Program Manager, in the MAN 710 Research Seminar Public & Nonprofit Management (SPRING SEMESTER 2019).

Solange Hai (photo on the right) obtained her PhD at ESADE Business School. Currently, she works as a project manager at CARE Netherlands. In April 2019, Solange visited the Chair of Business Administration, Public and Nonprofit Management, to hold a guest lecture in the research seminar MAN 710. In her talk, she presented CARE as an organization, and illustrated how qualitative and quantitative research methods are used in her daily work as a project manager. In addition, she highlighted the importance of research skills for in-depth evaluations of development work. Apart from holding a guest lecture, Solange also participated in the coding workshop organized for the research seminar. She brought interview material from the field students were allowed to use for their first coding exercise. All in all, Solange’s visit to Mannheim showed students the practical relevance of empirical research methods, and gave them interesting insights in the fieldwork of an international NGO.


City of Mannheim, Christian Hübel, Strategic Manager, in CC 504 Corporate Social Responsibility (SPRING SEMESTER 2019).

City of Mannheim, Dr. Gerhard Mersmann, Head Organization and Personal: Personal Management in the City of Mannheim, in MAN 452 Introduction in Public Management (SPRING SEMESTER 2019).

Cordes IP, Dr. Alexandra Cordes, Founder of Cordes IP: Strategie & Management, in MAN 693 Strategic IP Management (FALL SEMESTER 2019).
On November 7, Wilfried Porth (photo on the right), member of the board of management at Daimler AG, talked about leadership and leadership principles at Daimler AG. He offered interesting insights into the development of Daimler’s redefinition of leadership culture and discussed with the students of the course “Leadership & Motivation” how leadership will evolve in a digital age.

Daimler AG / STARTUPAUTOBAHN, Hannah Boomgaarden, Program Manager: Innovation at Daimler / STARTUPAUTOBAHN, in MAN 690 Innovation Management (SPRING SEMESTER 2019).


European Space Agency (ESA), Dr. Frank Danesy, Head of Business Unit Control, in MAN 644 Human Resource Training and Development (SPRING SEMESTER 2019) and in MAN 649 Recruitment and Selection (FALL SEMESTER 2019).

FICO Germany GmbH, Dr. Sebastian Hetzler, Managing Director, Vice President: Systems theory, Cybernetics, in MAN 692 Organization Theory (FALL SEMESTER 2019).

Freudenberg SE, Dr. Silke Wagener, Strategy and Innovation at Freudenberg SE, in MAN 770 (FALL SEMESTER 2019).


HeidelbergCement, Tobias Hartmann, CSR Manager, in CC 504 Corporate Social Responsibility (FALL SEMESTER 2019).

hkp///, Dr. Pia Lünstroth, Senior Manager, in MAN 648 Incentives & Performance (SPRING SEMESTER 2019).

HR Hero, Antonia Nebel, CEO & Founder: How software can help HR increase employee engagement through data driven decisions, in MAN 401 Organization and Human Resource Management (SPRING SEMESTER 2019).

Instafreight, Philipp Ortwein CO-Founder & Managing Director: Instafreight – the digital carrier. Book your full truck loads online in just a few seconds and benefit from our dynamic pricing based on real time demand, in Founder Talk (FALL SEMESTER 2019).
Isman & Partner, Mihai Isman, Managing Owner / MD: Conflict Resolution & Negotiation, in MAN 691 Selected Topics in Organizational Behavior (SPRING SEMESTER 2019).

John Deere, Dr. Thomas Peuntnert, Global HR Director Europe, Northern Africa, NME, CIS: Organization Effectiveness – How we live this @ John Deere, in MAN 401 Organization and Human Resource Management (SPRING SEMESTER 2019).

Knorr-Bremse AG, Markus Helle, HR Transformation Program Manager Global: Strategic & International HRM at Knorr-Bremse, in MAN 352 Human Resource Management (FALL SEMESTER 2019).

Mercer, Dr. Björn Hinderlich, Senior Principal, in MAN 648 Incentives & Performance (SPRING SEMESTER 2019).

Merck KGaA, Jonas Koelle, Head of Trademarks: Trademarks @ Merck, in MAN 693 Strategic IP Management (FALL SEMESTER 2019).

PERI GmbH, Dr. Fabian Kracht, Understanding the Family Firm and its Management, in MAN 770 (FALL SEMESTER 2019).

PETA, Johanna Fuoß, Specialist in Clothing and Textile, in CC 504 Corporate Social Responsibility (FALL SEMESTER 2019).

Premium Cola, Uwe Lübbermann, Founder: Rewrite the Rules, in CC 504 Corporate Social Responsibility (SPRING SEMESTER and FALL SEMESTER 2019).

PricewaterhouseCoopers (PwC), Marcel Aurnhammer, Senior Manager, & Timo Sommerfeld, Senior Consultant: Strategy, Collaboration, and Communication in Digital Transformation, in MAN 401 Organization and Human Resource Management (SPRING SEMESTER 2019).

Project Together, Philipp von der Wippel, in CC 504 Corporate Social Responsibility (FALL SEMESTER 2019).


Reza Solhi, visions coach, in MAN 663 Digital Social Innovation Lab (SPRING SEMESTER 2019).

Robert Bosch GmbH, Uwe Raschke, Member of the Board of Management: How Big Companies can Survive in the Digital Age, in MAN 645 Leadership & Motivation (FALL SEMESTER 2019).


Georg Harenberg (photo on the right), MBA, alumnus of University of Mannheim and Columbia University New York (Beta Gamma Sigma Honor Society), and Assistant Prof. Jan-Philipp Ahrens organized for the 4th time the “Restructuring Simulation” seminar. In this seminar students solve realistic and typical turnaround case issues with real world data and – using role play exercises – put themselves into the position of various parties involved (executives, banks, enterprise, consultants, etc.) to experience firsthand what operative turnaround management is about. Moreover, students had the opportunity to get together with consultants from Roland Berger to discuss career and internship opportunities. This very popular and very highly rated seminar will be repeated in the spring semester 2020 as part of MAN 770. Georg Harenberg als taught the very popular guest lecture “A Strategy For Your Life” (28.10.2019) that was attended by 700 listeners in the class in MAN 301 International and Strategic Management, where he focussed on self-management and balancing the duties of leadership and a healthy, good life.

SAP SE, Nicolai Dyroff, SVP Human Resources, Merger & Acquisitions, in Instrumente des Personalmanagements (SPRING SEMESTER 2019).
<table>
<thead>
<tr>
<th>Year</th>
<th>Seminar/Workshop/Conference</th>
<th>Presenter/Contributor</th>
<th>Stanford University or Venue</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>2019</td>
<td>SAP SE, Carsten Hahn, Director Research and Innovation</td>
<td>Carsten Hahn</td>
<td>in CC 504 Corporate Social Responsibility (SPRING SEMESTER 2019)</td>
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<tr>
<td>2019</td>
<td>SAP SE, Claus von Riegen, Vice President &amp; Head of Model Innovation: Innovation at SAP</td>
<td>Claus von Riegen</td>
<td>in MAN 690 Innovation Management (SPRING SEMESTER 2019)</td>
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<td>2019</td>
<td>SAP SE, Dr. Gabriel Wiskemann, VP, Global HR</td>
<td>Gabriel Wiskemann</td>
<td>in MAN 648 Incentives and Performance (SPRING SEMESTER 2019)</td>
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<td>2019</td>
<td>Social-Bee, Zarah Bruhn, CEO</td>
<td>Zarah Bruhn</td>
<td>in MAN 663 Digital Social Innovation Lab (SPRING SEMESTER 2019)</td>
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<tr>
<td>2019</td>
<td>Südzucker, Volker Proffen, Manager Public Affairs &amp; Sustainability</td>
<td>Volker Proffen</td>
<td>in CC 504 Corporate Social Responsibility (SPRING SEMESTER 2019)</td>
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<td>2019</td>
<td>Taekwon-Do Center Heidelberg, Dr. Björn Pospiech, awareness coach</td>
<td>Dr. Björn Pospiech</td>
<td>in MAN 663 Digital Social Innovation Lab (SPRING SEMESTER 2019)</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>Voith GmbH &amp; Co. KGaA, Markus Helle, VP CoC Compensation &amp; Benefits: Voith at Uni Mannheim - Strategic &amp; International HRM</td>
<td>Markus Helle</td>
<td>in MAN 647 Strategic and International Human Resource Management (SPRING SEMESTER 2019)</td>
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<tr>
<td>2019</td>
<td>Vonovia, Jonathan Przybylski</td>
<td>Jonathan Przybylski</td>
<td>in CC 504 Corporate Social Responsibility (SPRING SEMESTER 2019)</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>Willis Towers Watson, Martin Carbon, Director Client Management: Rediscover employee insight</td>
<td>Martin Carbon</td>
<td>in MAN 646 HR Analytics (FALL SEMESTER 2019)</td>
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International conference “Exploring Entrepreneurial Ventures, Family Firms, and Hidden Champions”

On May 24 – 26 2020 the international conference “Exploring Entrepreneurial Ventures, Family Firms, and Hidden Champions” will take place in Mannheim. In its sixth edition, the conference aims to serve as a distinguished platform for developing academic articles in a structured, stimulating, challenging and friendly environment as well as for networking.

There will be unique publishing opportunities for submitting authors, as papers nominated for one of the three best paper awards and competitively selected papers will be invited to submit to one of the two special issues (Journal of Family Business Strategy [Impact Factor: 3.2] and The German Journal of Economic Geography [Impact Factor: 0.8]) which are connected to the conference. Moreover, there will be the opportunity to discuss your work with the editors of the field’s leading journals such as Entrepreneurship Theory and Practice, Strategic Management Journal, Journal of Family Business Strategy, Management Review Quarterly. The tracks discussed during the forum will be connected to various disciplines such as business studies, economics, sociology, psychology, geography and history. In addition to that, there will be two moderated panel discussions as keynote events; one with leading scholars and another with hidden champions. There will be an opportunity to discuss and reflect findings with invited entrepreneurs, family firm and hidden champion leaders. To round up the experience in Mannheim the conference will include social dinners and one social night event including a live rock band show (organization team picture on the right).

For more information contact
Jan-Philipp Ahrens
jahrens@staff.mail.uni-mannheim.de
or visit:
www.forum-mittelstandsfororschung.de

New massive open online course

Currently, Prof. Laura Marie Edinger-Schons from the Chair of CSR is producing a Massive Open Online course on the topic of Purpose and New Work which will start after Easter 2020. The course is a co-production together with Manuel Kreitmeier from Social Entrepreneurship Baden-Württemberg, the Mannheim Business School, and OpenSAP. It will cover topics around digitalization and labor markets, purpose and job meaningfulness, corporate democracy and new organizational structures, post-growth economy and markets, as well as social entre/intrapreneurship and sustainability. The course will include practitioner voices from diverse organizations including Lufthansa, SAP, Beiersdorf but also small startups like Einhorn condoms and Premium Cola.