

## MANNHEIM

# AREA MANAGEMENT NEWS



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

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Welcome to the Area Management News 2022!

In this newsletter, we will be sharing updates and information about the latest developments in the Management Area, as well as highlighting new research ideas, projects, and activities being undertaken by our faculty members, postdocs and junior researchers.

2022 was a challenging year again. While the COVID-19 pandemic has eased, the war in Ukraine has affected us deeply since February. The effects of this war are also noticeable at the University of Mannheim. On the one hand, we had to stop several research projects which involved Russian research partners. On the other hand, scientists as well as students from Ukraine, but also refugees from Russia, came to Mannheim and started working as well as studying at our university. They were frequently supported by the Emergency Fund of the University of Mannheim Foundation, the DAAD and the Volkswagen Foundation.

We, as members of the Management Area, have tried to stay the course in our academic work by conducting innovative research, teaching courses in the various Bachelor, Master, PhD, MBA and Executive MBA programs at our university, and engaging in knowledge transfer activities aiming at improving both economy and society.

As you will see from the newsletter, management is a multidisciplinary field that focuses on innovation, human resource management, strategy, CSR, public & non-profit management, sustainability, as well as entrepreneurship. At Mannheim University, our study programs offer students a comprehensive education in the principles and practices of management, with a focus on both theoretical and practical learning.

Our academic work in the Management Area has again generated excellent results. Members of our Area have published numerous articles, research reports and books which have been frequently cited in the academic discourse. We presented our

academic work at various national and international conferences. In the last year, eight doctoral students of the Management Area were able to complete their dissertations with very good results. We also started a variety of promising new research projects and engaged in innovative knowledge transfer activities.

At the end of the year, our Area member Prof. Dr. Edinger-Schons (Chair of sustainable business) decided to accept an interesting offer by the University of Hamburg, leaving a gap in the Management Area. Her teaching excellence, research output and her strong presence in the media will be missing.

Thank you for your interest in our Management Area. I hope you enjoy reading our newsletter. Keep fingers crossed that 2023 will be a better year for all of us.

Prof. Michael Woywode  
Speaker of the Area Management

## NEWS

## New book of Professor Helmig on Higher Education Fundraising

Professor Helmig just recently edited a book on Higher Education Fundraising (in German language) in collaboration with the "Deutscher Hochschulverband (DHV)". This monography, entitled "Hochschul-fundraising – Grundlagen, Erfolgsfaktoren und Beispiele für Best Practices" contains an article by Bernd Helmig and Maren Rötter on the state of the art of research on

this topic as well as a lot of best practice examples written by high-level fundraising professionals working in this field in the German, Swiss and Austrian universities. For more information please visit: <https://www.hochschulverband.de/leistungen/veroeffentlichungen-des-dhv/hochschul-fundraising>



## The European Commission has appointed Prof. Dr. Marc Lerchenmueller to an international panel of experts on the effects of the Covid pandemic on researchers

The European Commission has appointed Prof. Dr. Marc Lerchenmueller to an international panel of experts on the effects of the COVID pandemic on researchers. Prof. Lerchenmüller has analyzed the effects of the pandemic on men and women scientists in their different gender roles. Last

year, he published a highly acclaimed analysis in the British Medical Journal Open together with co-authors from the Universities of Harvard, Heidelberg, and Mannheim. The research team found that for young female scientists in particular, the reduced productivity in this crucial phase

could pose a major problem for their future careers. Read the full press release (in German) here: <https://www.bwl.uni-mannheim.de/news/eu-kommission-beruft-marc-lerchenmueller-in-expertengremium/>.

## Prof. Dr. Marc Lerchenmueller joined the Jubilee Symposium of the Heidelberg Institute of Global Health to discuss new metrics to measure the societal impact of scientific papers

How can we capture the societal impact of scientific research? Prof. Dr. Marc Lerchenmueller presented ongoing research on this question at the Jubilee Symposium of the Heidelberg Institute of Global Health. In line with the Symposium's theme "Climate change and pandemics: The persistent double burden for global health systems", Professor Lerchenmüller and his co-authors, Leo Schmallenbach,

Carolin Lerchenmüller, and Rainer Sauerborn, study patterns in public attention to research on #COVID versus #climatechange over the past years. The Symposium brought together internationally leading researchers on COVID, climate change, and other disciplines, as well as policymakers, practitioners, and journalists. The list of invited speakers included,

among others, Prof. Karl Lauterbach (Germany's Federal Minister of Health), Dr. Özlem Türeci and Dr. Ugur Sahin (Founders of BioNTech SE), Prof. Michelle Williams (Dean at the Harvard T.H. Chan School of Public Health), and Prof. Lothar Wieler (President of the Robert Koch Institute).

## Mannheim 4th Germany's most startup-friendly University in German Startup Monitor 2022

As in previous years, the University of Mannheim was able to end up in one of the top positions in the German Startup Monitor 2022 ranking, which is published annually by the auditing firm PWC.

The survey on which the ranking is based focuses primarily on innovative and

growth-oriented startups, including the question of where their founders studied. RWTH Aachen, WHU Koblenz, TU Munich and the University of Mannheim were named most frequently by founders as one of 194 possible universities. Prof. Michael Woywode, who coordinates entrepreneurship activities at the University of

Mannheim and heads the Mannheim Center for Entrepreneurship & Innovation, is pleased with this result. "We feel confirmed in our impression that many high-growth startups in Germany are initiated by alumni of the University of Mannheim and Mannheim Business School."

Apart from the very pleasing result for Uni Mannheim also the general findings of the report are illuminating: The upcoming economic challenges have a negative effect on the mood for startups and SMEs as well. Nevertheless, the startup sector still shows a significant degree of resilience.

Most startups remain growth-oriented and plan to acquire new employees. Another positive development detected by the report is the rising share of female founders. Alongside with the rising interest in society ecological business models are on the rise. Persisting problems are the

lack of qualified personal and difficulties in funding, shows the report. <https://deutscherstartupmonitor.de/>

## Teaching Book Award 2022

Prof. Dr. Matthias Brauer and his co-author Prof. em. Dr. Günter Müller-Stewens have received the coveted 2022 Teaching Book Award of the German Academic Association of Business Research (VHB) for their book "Corporate Strategy – Sustainable Value Creation in Diversified Companies". Every year, each of the 18 scientific sections of the association can put forward a nomination for the award. From

the submitted proposals, the board and advisory board of the association select the winners for the textbook award. This year, the textbook by Prof. Dr. Brauer was successful in this highly competitive procedure. The survey on which the ranking is based focuses primarily on innovative and growth.



## Mannheim Teaching Award 2022

Prof. Dr. Karin Hoisl from the chair of Organization and Innovation received the University of Mannheim Teaching Award 2022 in recognition of her outstanding teaching performance during the past academic year. Hoisl is being honored for her personal support and mentoring of students to share her experience and knowledge. She enriches her department's courses such as "MAN 690 Innovation Management" or "MAN 691 Selected Topics in Organizational Behavior" with current case studies and interactive guest lectures. The Chair of Organization and Innovation continues to excel in its online teaching formats, in which Hoisl leads in-



teractive discussions with students, provides helpful online resources, proactively manages platforms, and, last but not least, ensures fair and well-organized online ex-

ams. Doctoral students in the management course "MAN806 Advances in Organization and Innovation" at the Center for Doctoral Studies for Business in the Graduate School of Economic and Social Sciences are also extremely satisfied with Hoisl's teaching. She recognizes what is truly relevant to doctoral students in the early stages of their careers and imparts extremely valuable knowledge about scientific work. The feedback she provides on presentations and discussions during the course is an important element for success in the PhD program. Prof. Dr. Annette Kehnel, Vice Rector for Studies and Teaching handed over the teaching award certificate during the University Day on May 18.

## EVENTS

06 May 2022

### Sustainability Festival for all members of the University of Mannheim and the public

On May 6, 2022, the Chair of Sustainable Business organized the first Sustainability Festival at the University of Mannheim. On the Mensawiese, students as well as staff members from teaching, research, and administration could learn about ongoing sustainability offerings and initiatives at the university and engage in conversations with local businesses and artists. The event was not only open to members of the university, but also to all interested guests from the surrounding area and enjoyed broad interest even beyond campus.

During the afternoon, visitors could gain exciting insights and join discussions on several sustainability activities related to academia and other areas relevant to the University of Mannheim, e.g., regarding green mobility solutions, responsible resource use, or individual duties in protecting the climate. Inputs were given, among

others, by Scientists for Future, Kathrin Blitzke (EN-GAGE.EU), Studierendenwerk Mannheim, and LCOY – Junge Klimakonferenz.

Another highlight was the sustainable market on the Mensawiese that started in the afternoon. Next to initiatives from the university and the university environment, cultural contributions around the topic of sustainability and culinary impressions from the region were offered. Exhibitors included the university's Institute for Sport, social and environmental student initiatives and NGOs, local cafés, student startups, and many more. While informing themselves about the sustainability-related offerings, visitors could enjoy talks by the President



of our university, Prof. Dr. Thomas Puhl, and the Mayor of the city of Mannheim, Dr. Peter Kurz, as well as cold drinks, live music by Gabriel Zanetti, and a DJ set towards the end of the evening.

08 September 2022

### CSR Film Festival showing video documentaries created by students on the topic of sustainability at the University of Mannheim

In the course MAN 660 CSR Video Documentaries, offered by the Chair of Sustainable Business, students produce their own documentaries on sustainability topics. The resulting films are then presented at a film festival at the end of the semester. Students are supported in the production by a video tutor and also have access to the Chair's own camera and video equipment, as well as the video lab at the University of Mannheim, where software is available for editing the material. In the video lab, students can get creative and use the recording studio, for example to produce professional voice-overs for the documentaries. In addition to initial research on the films' topics, the crafting of a storyline, and the organization of the



filming process, students thus gained technical abilities in filming and recording.

In the summer semester of 2022, the students produced films on the topics of sustainable food, social responsibility, digitalization, and mobility, under the supervision of doctoral students Christina Kannegiesser and Svenja Tobies.

The films were shot in the surroundings of the University of Mannheim. The final results were shown at the CSR Film Festival on 8 September 2022, in a movie theatre atmosphere with drinks and even a popcorn machine. Afterwards, there was a lively discussion about the new impressions, challenges during conception and shooting, and future need for action on sustainability-related issues. The documentaries can also be viewed on the YouTube channel of the Chair of Sustainable Business, which can be found here: [https://www.youtube.com/channel/UCL0oU\\_GxuINjZCJ54pmUZEQ](https://www.youtube.com/channel/UCL0oU_GxuINjZCJ54pmUZEQ)

19 October 2022

## Let's Talk ESG, Talk by Florian Berg, MIT "The Economic Impact of ESG" and Panel Discussion "Beyond ESG"



On October 19, the Chair of Sustainable Business hosted a talk by Florian Berg from the MIT Sloan School of Management. The event started with opening words from

Prof. Dr. Edinger-Schons on the relevance of Florian Berg's research.

Florian Berg then presented the results of his research on ESG measurement and impact, which includes topics such as the divergence of ESG ratings, the impact of ESG on stock returns, and the economic impact of ESG data. With investors incorporating ESG criteria into their investment decisions and looking beyond financial performance only, he addressed how ESG ratings impact ownership and stock returns, and how firms respond to such developments.

He also discussed differences when it comes to ESG rating up- or downgrades.

His talk was followed by a panel discussion with Nicola Kimm, Board of Management member and Chief Sustainability Officer of Heidelberg Materials, as well as Andreas Kusche, Investor Relations and ESG at Mercedes-Benz AG. At the subsequent get together, there was a lively exchange between representatives from business practice from Mannheim and beyond, interested researchers, students, and staff.

20 October 2022

## Benchmark Family Business 2020

On October 20, the KPMG-sponsored study "Benchmark Family Business 2020" conducted by the family business team at the ifm Mannheim was presented to the public. After the welcome by the Dean of the Business School Joachim Lutz and Sina Steidl, the head of the study Dr. Jan-Philipp Ahrens presented the results of this large-scale comparative analysis of the 11 metropolitan regions in Germany and their corporate characteristics. The empirical findings impressively illustrated the strategies of German family businesses, which are generally focused on longevity and sustainability. The empirical findings impressively illustrated the strategic focus of German family businesses on these issues. This tendency is reflected by a surprisingly high average equity ratio, which has continued to rise in recent years, and the high inventory intensity of family businesses. Additionally, the increased investment ratio of these companies compared to non-family companies also indicates a strategic orientation aimed toward caution and independence of family businesses. The results of the comparison of family businesses in the different metropolitan regions also proved to be extremely interesting. While there are

regional differences, the overall structure and performance of family businesses are relatively similar across all German metropolitan regions. This result is encouraging, as it demonstrates that there are

Woywode, Evelyn Thome, CFO of the Röchling Group, Dr. Alexandra Kohlmann, managing partner of the Rowe-Group, and Jürgen Heindl, founder, and managing partner of Progroup

2022



many economically performing regions in Germany. The family businesses from eastern German metropolitan regions are also performing well and achieving comparably good results to their western German counterparts.

In the subsequent panel discussion under the moderation of Professor Michael

AG talked about whether family businesses are well equipped for the challenges ahead. The selected three family businesses already showed that they are quite well prepared for the various challenges in current business management. Especially topics like overcoming the energy crisis, sustainability, investment and

innovation, corporate financing, family and corporate governance, succession planning, internationalization and diversity in management and staff were focused on. All three companies operating in

energy-intensive industries, had developed extensive strategies, and implemented interesting measures, which they shared with the audience. Professor

Woywode summed up the panel discussion by stating that Germany has truly innovative and responsible business leaders that are leading their companies with foresight through these challenging times.

24 October 2022

## Life Cycle Assessment Workshop

In October 2022, Manuel Reppmann (Chair of Sustainable Business) gave a workshop on the topic of "Life Cycle Assessment" (LCA) for the Mannheim Master in Sustainability and Impact Management

cohort at the Klima Arena of TSG Hoffenheim. He was also joined by Better Earth consultant Fenja Bremer. The workshop provided insights into the application fields, methodologies, and execution of LCA. In addition, various case studies were

discussed through which the participants learned about the role of LCA in informing strategic business decisions.

14-18 October 2022

## Mindful Study Week for all students at the University of Mannheim

During the interactive "Mindful Study Week" that took place between November 14 and 18, 2022, just in time before the fall term exam period, students could get helpful impulses on the topic of mindful studying through different formats from research and practice in order to master their own study routine. The theme week was organized by the Chair of Sustainable Business. The events were free, open to all students and staff of the University of Mannheim and could be visited on campus and virtually. Various contributions and activities from professors of the university as well as from external local experts of the field were offered, ranging from interactive workshops, podcast episodes or mindful walking tours at the Rhine to discus-

sions and impulse talks regarding the implementation of mindful practices into teaching, research, and leisure time. Just to mention a few topics, climate anxiety, the relationship between mindful eating and emotional well-being, the question how yoga can help us to study consciously, and the importance of finding an inner purpose were contents being discovered and discussed. Students could actively participate, e.g., in a yoga session. One of the highlights was an outside walking-coaching on the topic of self- and stress management with Dr. Tobias Rasse, a systemic coach working for universities and non-university research institutions. On Thursday, Prof. Dr. Oliver Dickhäuser (Chair of Educational Psychology) explained in his lunch talk on "academic mindsets" that the way students think

about the nature of skills and the purpose of learning have a powerful influence. Moreover, the institutions and initiatives of the university that are related to mindfulness and work-life-balance (such as Institute for Sport (IFS), Psychosocial Counseling of the Office of Equality and Social Diversity, University Library (UB), Center for Teaching and Learning (ZLL) presented themselves during an information booth session in the HAYS Forum and showed students where they can get in touch with mindful practices during their studies in Mannheim. Participants discovered the importance of taking a moment to switch off the busy student life, be present in the current moment and focus during the time shortly before the exam period.

06 December 2022

## 100. MCEI Startup Lounge

On December 6, MCEI hosted its 100th Startup Lounge. In this event series, early-stage startups get the opportunity to present their idea. The Startup Lounges are open to everyone and offer a relaxed setting to explore Mannheim's startup ecosystem.

The Startup Lounge can look back on a proud history since the first event of this kind took place on November 19, 2013. Since then, the event has developed in a great way and gathered a huge number of founders, students, and investors, including so many founding teams that it is difficult to list them

all. To name just a few: "Acao" distributes sustainable energy drinks based on natural raw materials and has become a main supplier of the drugstore chain DM. Other startups make a great contribution to society, such as "Mentalport", which offers online psychological help to students in crisis situations.

In parallel to inspiring startups, the MCEI also gained from a number of collaborations: A constant partner was NEXT Mannheim, the startup agency of the city of Mannheim. In recent years, events were more frequently held with MARS, the startup initiative of the

Mannheim University of Applied Sciences. Within this framework, more technically oriented startups have appeared. Another cooperation is with MARCIE, the Mannheim Research Group in Culture, Innovation & Entrepreneurship. This has led to arts-oriented pitches like "Enote," a startup

dedicated to the digitization of sheet music. The latest cooperation is with ENGAGE.EU, an alliance of seven European universities, of which the University of Mannheim is also a member.

## INSIGHT INTO RECENT RESEARCH PUBLICATIONS

### To Change or Not to Change? Evidence on the Steadiness of More Hubristic CEOs

Extant research on CEO hubris has amassed substantial evidence on the positive association of this prominent managerial disposition and CEOs' attraction to challenging and consequential strategic activities. Yet does this mean that these CEOs strive for frequent transformations of their firms' overarching trajectories or that they see little reason for scrutinizing and adapting extant paths in light of the magnificent prospects under their outstanding leadership?

Dr. Marc Kowalick (University of Mannheim) and Dr. Moritz Appels (formerly University of Mannheim, now Rotterdam School of Management), assessed this question in a paper recently published in *Journal of Management*.

In their study, they describe the theoretical obscurity surrounding the dispositional preference for change or

steadiness associated with CEOs' hubris and consider its effect on two key domains of change within the immediate purview of a CEO: strategic change and top management team membership change. Using data on S&P 1500 firms from 1996 to 2016 they present comprehensive evidence for a steadiness perspective: Despite arguments endorsing positive associations, hubristic CEOs constantly refrain from changing their firms' overarching trajectories. Assessing the relevance and pervasiveness of hubristic CEOs' preference for steadiness more generally, they also demonstrate that it also carries over to a reduced fluctuation of firm performance.

Appreciating this preference for steadiness as a central tenet of hubris emphasizes the need to move beyond the high-stakes activities typically associated with more hubristic CEOs and thus to

acknowledge the heterogeneity of CEOs' complex psychological characteristics and its implications for organizational outcomes.

Kowalick, M. & Appels, M. (in press). To Change or Not to Change? Evidence on the Steadiness of More Hubristic CEOs. *Journal of Management*, 1-40. <https://doi.org/10.1177/01492063221104398>



### The Power of Attention: Early Indications of How the COVID-19 Pandemic has Affected the Direction of Scientific Research in the Life Sciences

In the book chapter "The power of attention: Early indications of how the COVID-19 pandemic has affected the direction of scientific research in the life sciences", Karin Hoisl, Marc and Carolin Lerchenmüller, and Leo Schmallenbach analyze changes in attention to life science research during the COVID pandemic. Comparing public attention (e.g., in the form of Twitter mentions or references in policy documents)

received by research articles published before 2020 to research articles published during the pandemic, the authors identify attention shifts between research fields. While research fields that are closely related to the pandemic, such as respiratory diseases or virology, experienced a sharp increase in public attention, less related research fields suffered from an attention loss. Such crowding-out

effects can have long-term consequences for the direction of life science research, as public attention may serve as an early indicator for shifts in research foci. Research fields that attract a lot of public attention today will likely attract a lot of resources in the form of funding and human capital in the future. On the other hand, fields that experience a drop in public attention might suffer due to

reallocation of resources in the future. This book chapter establishes early evidence for where these shifts might occur, enabling the research community and policymakers to think about the feasibility and desirability of potential countermeasures.

Hoisl, K., Lerchenmüller, C., Lerchenmueller, M., & Schmallenbach, L. (2022). The power of attention: Early indications of how the COVID-19 pandemic has affected the direction of scientific research in the life sciences, in: Fink, C. Ménière, Y. Toole, A.A.,

Veugelers, R. (Eds.): Resilience and Ingenuity: Global Innovation Responses to Covid-19, CEPR Press, e-book: <https://cepr.org/publications/books-and-reports/resilience-and-ingenuity-global-innovation-responses-covid-19>

## Lost Marie Curies: Parental Impact on the Probability of Becoming an Inventor

The paper “Lost Marie Curies: Parental Impact on the Probability of Becoming an Inventor”, coauthored by Karin Hoisl, Hans Christian Kongsted (Copenhagen Business School), and Myriam Mariani (Bocconi University) has recently been accepted for publication in Management Science.

The project uses Danish registry data on the population born between 1966 and 1985 to investigate the role of parental educational and job-related background in the intergenerational transmission of inventorship to daughters and sons. This research contributes to explaining the surprisingly low presence of women among inventors despite their

increasing presence among graduates from STEM subjects.

The key result of this project is that parental inventorship increases the probability of daughters becoming inventors only if they do not have a second-born brother (the authors do not find similar effects for sons). The authors believe this result suggests that parents interpret external information based on their beliefs and form gendered expectations about daughters’ and sons’ returns from being an inventor. These expectations, in turn, can lead parents to a gendered allocation of time and other resources to their children.

The outcomes of this project suggest that, to decrease the gender gap in inventorship, i.e., not to lose creative potential, we should think of actions that begin during childhood and target children and parents. Making people aware of stereotypical thinking and gendered behaviors that can limit children’s opportunities is an important first step.

Hoisl, K., Kongsted, H. C. & Mariani, M. (2022). Lost Marie Curies: Parental impact on the probability of becoming an inventor. Management Science. Advance online publication. <https://doi.org/10.1287/mnsc.2022.4432>

## Increasing COVID-19 vaccination intentions: a field experiment on psychological ownership

Martin Sievert, together with Florian Keppeler (Aarhus University, DK) and Sebastian Jilke (Georgetown University, US), recently published a field experiment study in the journal “Behavioural Public Policy”. The article examines the effectiveness of a psychological ownership intervention focusing on COVID-19 vaccinations. The study was conducted in collaboration with a German municipality and consisted of a cluster-randomized field experiment. Citizens received a physical mailing with information about

the vaccines and links to a vaccine appointment portal. The experimental design applied block randomization allowing to distribute different letters to statistically equivalent groups. While the control group received a regular information letter, the treatment group saw one with so-called possessive pronouns added to the text. This intervention led to a significantly higher interest (2.5 percentage points after 1 week) in the vaccination, measured through click-behavior on the platform.

The study was preregistered at the Open Science Framework <https://osf.io/2utnk/> and published Open Access <https://doi.org/10.1017/bpp.2022.16>



## CEO Sociopolitical Activism as a Signal of Authentic Leadership to Prospective Employees

When choosing an employer, do we care about the kind of leadership that we can expect as an employee of the company? A recent paper by Moritz Appels, former doctoral student at the Chair of Sustainable Business, explores this question and has been published in the *Journal of Management*. In his paper titled “CEO Sociopolitical

Activism as a Signal of Authentic Leadership to Prospective Employees”, Dr. Appels explores whether and how job seekers evaluate CEOs’ approach to leadership in their employer choice. Across four studies, he finds evidence that job seekers use CEO sociopolitical activism as a costly and salient signal to assess CEOs’ degree of authentic

leadership and that this positively predicts their employer attractiveness evaluations and employer choice.

The paper is published under an open access license and thus freely available here: <https://lnkd.in/eUr9g9iq> or <https://doi.org/10.1177/01492063221110207>

## CURRENT RESEARCH PROJECTS

### How firms can manage the downside of downsizing

In recent time, downsizing has spread massively across developed economies in response to the Covid-19 pandemic and worsening economic conditions. Currently, more than half of US firms actively reduce their workforce or plan to do so in the coming months (Wilding, 2022). However, workforce downsizing comes with a substantial downside, as it has been shown to evoke negative perceptions and responses not only by employees but also by investors and often entails severe negative financial, operational, and reputational consequences. In a current research project, Louis Vandepoele and Prof. Dr. Matthias Brauer explore how firms can manage this downside of downsizing using symbolic influence tactics.

Drawing on impression management (IM) theory, the authors argue that firms will attempt to inhibit negative reactions of key stakeholders to their downsizing decision by engaging in defensive IM tactics. Specifically, the authors predict that firms engage in downward earnings management as a form of self-handicapping tactic prior to a downsizing announcement to portray downsizing as a “necessary evil” and arouse pity by key stakeholders, leading to an overall less negative investor response to the downsizing announcement.

The authors further theorize that the effectiveness of self-handicapping through downward earnings management hinges on its authenticity. Specifically, they reason that self-handicapping is less effective if financial analysts, who serve as important information intermediaries for investors, offer favorable evaluations of the downsizing firm which contradict its self-handicapping.

Based on a sample of over 600 downsizing announcements, results indicate that firms indeed engage in an exceptionally high extent of downward earnings management prior to workforce downsizing announcements. In line with theoretical predictions, empirical results also suggest that a higher extent of self-handicapping is associated with a less negative investor response to downsizing, but that this relationship is less pronounced if analysts issued positive evaluations of a downsizing firm previously.

Together, these findings suggest that firms not only deliberately deflate their earnings to positively bias stakeholder perceptions of their downsizing decisions, but that their self-handicapping attempts also appear to be successful. In addition, the results highlight the key role of analysts in helping investors discern when firms try to

mislead them using IM tactics. Moreover, the study contributes to research on defensive IM by firms. While prior work on firms’ defensive IM has examined how firms may inhibit negative investor reactions by projecting positive images or by distracting from a negative event, the current project is among the very first studies to explore how firms can inhibit negative reactions by making negative actions like workforce downsizing appear as a “necessary evil”.



#### References:

Wilding, M. 2022. *How to deal with layoff anxiety*. *Harvard Business Review* (6 September 2022, Brighton, MA), available at: <https://hbr.org/2022/09/how-to-deal-with-layoff-anxiety> (accessed 22 November 2022).

## Let's Make It Real: Advancing Consumer Research by Introducing an Online Shop Simulation Tool

Firms are increasingly integrating different data sources and using advanced analytics to better understand their customers and to inform their decision-making. This availability of big data also made it easier and more accessible for scholars to test their propositions with actual consumer behavior in real settings, including experimental designs that establish causality through treatments. However, what researchers are allowed to manipulate and measure in the field is often restricted by the partner company, which, for instance, may be hesitant to vary prices or communicate about unpleasant topics. Hence, scholars often use vignette or laboratory experiments to explore related research questions. These studies often lack realism, as they manipulate consumers in highly stylized settings and rely on scale-based or other non-behavioral measures as indicators of consumers' behavior. For instance, our review of studies measuring consumers' willingness to pay (WTP) in the *Journal of Marketing Research* over the last five years shows that 72% of studies used simple open-ended responses (OE; e.g., "How

much are you willing to pay for this product?").

Together with Prof. Foege (University of Hannover), Lukas Krenz (photo), Manuel Reppmann and Prof. Edinger-Schons (Chair of Sustainable Business) aim to bridge this realism gap between field and laboratory settings by introducing and testing a new tool, the consumer behavior retail lab (CBRL), which, e.g., by employing between-subjects experimental designs, allows for manipulating and observing consumer behavior in a simulated online shop mimicking a real company's online store. The team conducted two studies to provide evidence for the CBRL's applicability. Study 1 (n=336) establishes its external validity by showing that a communications treatment has similar effects on consumers' behavior in the CBRL and in a large retailer's real online store, where customers make actual purchase decisions. In Study 2 (n=523), the researchers then used the CBRL to run a study that would be difficult to conduct in the field. They manipulated

price levels of products and observed demand, further exemplifying the tool's applicability by highlighting its face validity and reliability.

With the CBRL, the team of researchers extend the methodology toolbox of marketing research by introducing a new method to observe consumers' online shopping behavior. They equip scholars with an externally valid and more realistic alternative to the traditional scale-based measures while avoiding the high costs



and limitations of field studies. Moreover, the online shop simulation allows researchers

to examine a broad set of variables (e.g., shopping cart composition) and thus to study consumer choices more holistically.

## Exploring How CEO Characteristics Explain Variation of Company Sustainability

In light of the current global challenges, sustainability and corporate social responsibility have become central and defining topics of our time. It quickly becomes apparent that there are significant differences in the intensity with which companies pursue sustainability goals, which raises the question of how and to what extent important CEO characteristics can explain the variance in corporate sustainability. For this reason, Alicia Minnerup (Chair of Sustainable Business) and Prof. Jan-Philipp Ahrens investigate in a current research



project how CEO characteristics explain variation of company sustainability.

While these debates and challenges affect all companies, family firms stand out when it comes to how the economy responds to and evolves from the greatest challenges of the 21st century, not only because they

are the most frequent and dominant firm type in economies around the world, but also because they are heavily influenced and led by their owners, meaning that family CEOs usually hold a more powerful position which gives them great leeway and discretion to shape the future of their firms.

Drawing upon Upper Echelons Theory and integrating research on CEO discretion, the authors hypothesize that age and gender of the CEO influence the sustainability intensity of companies and that this influence is particularly pronounced in family firms. To analyze this, they rely on a big data strategy which combines data from

audited annual accounts, an artificial intelligence approach to identify organizational sustainability intensity, and an algorithm and supercomputer-based identification of hidden, but substantial, family influence in complex and indirect ownership and management structures across the globe.

The article contributes to research in several ways, as it offers novel explanations of why and how companies in our economy are (not) responding to the current climate challenges, with a focus on the human element. The understanding that certain CEO characteristics are conducive to company's sustainability activities is critical for

boards and owners when selecting a CEO. In this regard, a CEO selection process that targets specific CEO characteristics can facilitate the design and improvement of a company's sustainability activities.

## Knowledge Recombination in Teams with Female versus Male Stars

In the research project "Knowledge recombination in teams with female versus male stars", Leo Schmallenbach, Himani Singh, and Mona Reber investigate the effect of team composition on innovation outcomes. The research team raises the question whether inventor teams with a female star invent differently than inventor teams with a male star. Prior research has shown that star inventors contribute disproportionately to technological innovation and have a strong influence on innovation processes in teams. However, it's

unclear whether female and male stars influence team processes and outputs in similar or different ways. Analyzing more than 25,000 inventions patented at the US Patent Office, the research team finds that teams with a female star combine broader, more heterogeneous knowledge elements in their inventions, compared to inventor teams with a male star. This has implications for the type of innovation produced by inventor teams with female and male stars, as broader knowledge re-

combination is associated with more disruptive yet more risky innovation. By identifying gender differences in how star inventors shape team innovation, the project highlights potential complementarities between men and women star inventors. These complementarities represent an opportunity for value creation and technological innovation, which to-date remains largely unexplored, with less than 10% of star inventors being women.

## You are Sorry, So What? Limits to the Effectiveness of Firms' Accommodative Crisis Responses

Crisis responses – a set of communications and actions meant to influence stakeholders' perceptions of crises – are a powerful tool that organizations employ to restore their relationship with stakeholders after committing misconduct. Prior crisis management research has long suggested that crisis responses help firms achieve this goal when they conform to expectations of corporate behavior developed by stakeholders based on firms' responsibility for the crises. This theorizing suggests that stakeholders expect more accommodative crisis responses, such as apologies and compensation for the wronged parties, if organizations are considered to be highly responsible for the misconduct, i.e., are involved in high-responsibility crises.

This perspective, which concentrates on how firms' responsibility shapes stakeholders' expectations regarding corporate crisis responses, likely represents a simplified view of reality. Crises involve uncertainty, and organizations can use accommodative crisis responses both genuinely and opportunistically. Thus, it stands to reason that stakeholders use existing perceptions of organizational characteristics to evaluate whether the response fits the crisis situation or not.

Claudia Rossetti, Asst. Prof. Jenni Sipilä (LUT School of Business and Management, Finland), and Prof. Laura Marie Edinger-Schons (University of Hamburg, Germany) explore this possibility in an ongoing research project. They investigate how

stakeholders' identification with misbehaving firms as well as their perceptions of the stability of firms' unethical behavior influence the effectiveness of accommodative crisis responses following high-responsibility crises. Combining crisis management research with insights about stakeholders' socio-cognitive processes, the research team proposes that when stakeholders identify strongly with firms and do not perceive corporate unethical behavior to be habitual, misbehaving firms are rather well regarded. In such cases, stakeholders expect accommodative responses after the negative events, and these responses are likely to be effective due to cognitive consonance. On the contrary, when stakeholders identify less with the firm and see the misconduct to be a

more stable behavior, misbehaving firms are poorly regarded. In these cases, accommodative responses may be met with skepticism or seen as a sign of evil intent, thus being less effective.

The analysis of survey data on consumers' perceptions of the Volkswagen emissions scandal confirms this theorizing. Initial results from experimental data further suggest that the perceived sincerity of firms' accommodative crisis response can explain the effects. These findings contribute

to crisis management research and practice by identifying novel and important conditions that explain the (in)effectiveness of firms' accommodative responses after high-responsibility crises.

## Navigating the Digital Transformation: How Internal CSR Drives the Digitalization-Performance-Link

The digital transformation constitutes a key opportunity for companies' economic development, but also a major challenge. Implementing new digital technologies in this transformation offers outstanding opportunities to advance financial goals, raising high hopes and promises of increased firm productivity. However, current research shows that investing in digital technologies does not necessarily and immediately lead to better performance. Thus, the question is what companies can do to achieve a more positive impact of digitalization on the business to be competitive in the long run.

In their project "Navigating the Digital Transformation", Alicia Minnerup (photo) and Prof. Edinger-Schons (Chair of Sustainable Business), together with an interdisciplinary team of researchers from several

other universities, investigate how internal CSR drives the link between digitalization and performance.

Using companies' ESG scores and textual analysis to capture companies' digitalization, the team examines the impact of digital transformation on corporate financial performance with a focus on the interaction of digitalization and internal sustainability.

Initial results show that if a company succeeds in establishing an employee-friendly corporate culture through internal CSR, the effects of the digital transformation on financial performance are significantly more positive than in companies where the level of internal CSR is low. A low level of internal CSR even tends to have a negative impact on company performance.

The study shows that sustainability does not only mean a focus on environmental factors and climate, but that attention to social components, such as employee

well-being, is also very relevant. Moreover, the researchers suggest that managers need to think holistically about the digital transformation of their organizations, which means that they should not



have a sole focus only on functional aspects and technology implementation. Rather, the digital transformation must be understood as comprehensive change management process that necessitates a simultaneous cultural transformation towards more internal CSR to promote employee wellbeing.

## THIRD-PARTY FUNDS PROJECTS

### Ifm Mannheim and Chair for Entrepreneurship receive six digit funding to foster impact entrepreneurship

Within the framework of the BMBF funding program "Innovative University", Ifm Mannheim as a central institution of the University of Mannheim receives substantial support to promote and research impact entrepreneurship. In particular, the transfer capability of the University of Mannheim is to be sustainably strengthened by the multi-year financial support of the federal government. One of the focal points of support at the university is the promotion of the start-up orientation of students and of spin-offs from the university. In this context, attention is to be paid not only to the economic success of the start-ups, but also to their social and ecological contribution.

For many years, the University of Mannheim has been one of the best-known startup universities in Germany, as shown, for example, by the most recent evaluations of the German Startup Monitor 2022. Among the startups founded by alumni of the University of Mannheim are Statista, Payback, Stocard, Eshelter, Amorelie, Instafreight, Homeday, McMakler, Camelot, Auto1.com, Caras Gourmet and many more. "Compared to earlier times, sustainability aspects now play an increasingly important role for founders and their startups," says Professor Woywode, Chair of Entrepreneurship at the University of Mannheim. Among

Mannheim alumni founders, however, there have always been many who took the sustainability idea seriously. The Mannheim alumni founders of Coffee Circle ("fair-trade coffee"), Instafreight ("logistics platform that optimizes loads and transports"), Contagt ("indoor navigation software also for the blind"), Foodspring ("healthy protein-rich snacks"), Melina Bucher ("sustainable designer handbags from vegan leather") or Oater ("oat milk production") are just a few examples of how important startups are for the economic and social transformation towards more sustainability to succeed.

### Prof. Karin Hoisl has received a DFG Grant for the project "Patterns of Knowledge Diffusion and Knowledge Recombination"

Prof. Karin Hoisl received funding from the German Research Foundation for the project "Patterns of Knowledge Diffusion and Knowledge Recombination" (2023-2025).

Knowledge diffusion and knowledge recombination are mutually dependent. Knowledge must be created (potentially through the recombination of existing knowledge components) before it can be disseminated. At the same time, knowledge recombination is impossible if individuals are not aware of the re-

quired knowledge components. However, previous research has not considered recombination and diffusion independently, and the chicken-and-egg problem has not been effectively addressed. Therefore, so far, we can only conjecture what isolated effect knowledge diffusion and recombination have on the economic value of innovation.

The goal of this project is to create a clear definitional delimitation and separate measurement of the two con-

cepts. Only if the distinct effects of recombination and diffusion on the economic importance of innovation are clearly identified can the underlying processes be appropriately understood and managed. Thus, this project contributes to a better understanding of the determinants of innovation and, thereby, to a successful management of innovation processes.

## TOP 500 Family Businesses in Germany

The family businesses team at the ifm Mannheim regularly examines the importance of Germany's largest 500 family businesses for the economy. After its first publication in 2007, the study has now been updated for the sixth time. The development of sales and employment figures from 2011 to 2020 illustrates the contribution of family businesses to the overall employment and economic situation in Germany and traces the economic development of individual firms. The 500 most

employment-intensive family businesses collectively provided more than 6 million jobs in 2020. Since 2011, they have created more than 1.5 million new job opportunities. During this period, the total turnover of the 500 family businesses with the highest turnover increased from 1,016 billion euros to 1,413 billion euros. An intriguing finding was the creation of more jobs by family businesses in the first year of the pandemic, while the 26 non-family

companies in the DAX were already cutting jobs.

The results of the study will be published in 2023 as part of the study "Die volkswirtschaftliche Bedeutung von Familienunternehmen" by the Family Business Foundation. Get further information at <https://www.familienunternehmen.de/de/studien-und-buchpublikationen/studien/die-volkswirtschaftliche-bedeutung-der-familienunternehmen>

## Digital and sustainable transformation of the construction industry

Small and medium-sized enterprises (SMEs) in the construction industry are confronted with increasing societal expectations: They are of enormous ecological importance, since the construction industry is responsible for almost 40% of national CO<sub>2</sub> emissions and 50% of waste production; they face great social challenges in producing more affordable housing while at the same time there is shortage of skilled workers; they further struggle with economic challenges due to low productivity, high failure costs and shortness of supplies.

Recognizing the need to tackle this challenge, the German Federal Ministry for Economic Affairs and Climate Action provides funding to the Institute for SME and Entrepreneurship Research (ifm) at the University of Mannheim. Together with other renowned organizations such as the Fraunhofer Institutes, the ifm provides support structures to SMEs in the construction industry for initiating strategic change, increasing digital connectivity, gaining further experiences with digital solutions, and optimizing processes to meet the aforementioned challenges.

The so called "Mittelstand-Digital Construction Hub" is thereby part of the nationwide Mittelstand-Digital network. Mittelstand-Digital offers guidance for SMEs and the skilled crafts as they embrace the digital transformation, informs them about the opportunities and challenges of digitisation and provides financial support for digitisation projects. Supporting the digital and sustainable transformation of SMEs in the construction industry the German Federal Ministry for Economic Affairs and Climate Actions provides funding for 3 years.

## Social Impact Measurement for BASF's corporate citizen initiative "Gemeinsam Neues Schaffen"

Since 2018, the Chair of Sustainable Business collects data and reports on the social impact of the BASF's corporate citizenship initiative "Gemeinsam Neues Schaffen". Through this initiative, BASF supports cooperative projects of at least two or more non-profit organizations from the Rhine-Neckar metropolitan region in the fields of education, sports, art and culture, sustainability and ecology, or social issues. The Chair measures in how far the BASF initiative reaches its goals of, e.g., increasing the integrative power of the supported projects. The supported projects do not only receive monetary funding, but also learn how to increase their own projects' social impact in a workshop series that is conducted by the Chair. This year, Svenja Tobies and Christina Kannegießer of the Chair of Sustainable Business combined the workshop series with a master-level seminar at the faculty. Student groups were matched with the cooperative projects and helped them to unfold and measure their social impact in a semester-long course. The projects' progress and impact results were presented in a festive setting on November 25.



## New data sources for integration and migration research

For decades, social science research on the topic of the integration of refugees and migrants has mainly used the information provided by respondents in surveys for its studies. The same applies to studies on the attitudes of the native population towards immigration regulations and migrants themselves. Decision-makers in politics and administration also use this information together with administrative data from asylum registration centers, social welfare offices and employment agencies to master concrete challenges in the integration process and to develop integration approaches and strategies. However, the collection and provision of this information is usually time-consuming and expensive, e.g. in the case of large-scale population surveys or until access to administrative data is granted. Moreover, surveys often produce socially desirable responses to questions about sensitive attitudes or behaviors. Thus,

the findings often come late and may be biased.

In the project "Integrationsforschung 2.0 - Über die Nutzung neuer Datenquellen zur Erforschung des Verhaltens und der Einstellungen von Migrant\*innen und Einheimischen", funded by the Fritz Thyssen Foundation, ifm researcher Dr. Christoph Sajons and colleagues at the Mannheim Centre for European Social Research (Prof. Dr. Florian Keusch and Johanna Mehlretter) are investigating three new data sources and forms of data collection that promise faster, more frequent and more accurate information for the study of migration and integration issues. These are (1) automatically



collected data from smartphone sensors and apps, (2) aggregated internet search queries, and (3) the responses of participants in voting tools such as the "Wahlomat". While each of these approaches has its own limitations, they could be an excellent complement to traditional data sources and thus contribute greatly to better insights and more targeted policy formulation.

The results of this project will provide illustrative examples and application guidelines for the complementary use of these new data sources. In this way, Christoph Sajons and colleagues hope to contribute to methodological progress in the field of migration and integration research. This will enable more precise answers to existing research questions and possibly help the investigation of completely new topic in the social sciences.

## How can refugees with low levels of education successfully participate in the German labor market?



This was the question addressed by the project "Skilled workers of the future or marginalized in the long term? Opportunities for the integration of marginally qualified refugees", which researchers Dr. Christoph Sajons, Carina Hartmann and Ralf Philipp conducted at the Institute for SME Research of the University of Mannheim (ifm). In collaboration and with the financial support of the Stiftung Mercator, the ifm researchers specifically examined two particular pathways into the German labor market: (1) dual apprenticeship training and (2) professional self-employment.

The first part of the project was conducted in cooperation with colleagues

from the Julius Maximilian University of Würzburg led by Prof. Dr. Christina Felfe de Ormeño. With the help of several chambers of industry and commerce (IHKs) and chambers of skilled crafts (HWKs), the research team surveyed more than 1,100 training companies in Southern Germany and let them participate in a so-called "discrete-choice experiment". In this experiment, HR managers were asked to choose between two applicants for an apprenticeship, one of whom had a refugee background while the other came from the native population. By randomly assigning certain characteristics and attributes to the applicants, researchers can identify the importance of these factors for the hiring decision and work

out possible ways to increase the chances of refugee applicants. In the second part of the project, the ifm researchers used the panel component of the German Microcensus to follow migrant founders over several years and determine their probability of success as well as the employment trajectories for those who exited their business again. Additionally, Carina Hartmann and Christoph Sajons conducted a field experiment in which they sent out more than 1,150 applications with randomly selected employment biographies to advertised job vacancies in German companies. The goal was to investigate whether a completed self-employment experience tends to in-

crease or reduce the chances of immigrants to be hired in dependent employment later on.

Conclusion: In order for younger refugees to have good chances of obtaining an apprenticeship position, soft factors like discipline and motivation are crucial, in addition to advanced German language skills and a secure residence status. In addition, a 1+3 combination model of language acquisition and training could substantially increase the chances of employment, with an addi-

tional paid apprenticeship year with intensive language preparation preceding the traditional three-year apprenticeship period. For somewhat older refugees with relevant work experience, on the other hand, the path to self-employment can be worthwhile. In many cases, this enables them to circumvent structural obstacles and does not lead to stigmatization in later job application attempts either.

The project coordinators Dr. Sajons and Prof. Felfe de Ormeño presented the findings of the two parts on May 24,

2022 at the Haus der Deutschen Wirtschaft in Berlin and discussed the implications with numerous representatives from politics, administration, companies and organizations. Prof. Dr. Herbert Brücker from the IAB Nuremberg provided additional input discussing the relevance of the project's results to the current situation of Ukrainian refugees in Germany. To see some impressions of this event, please go to

[https://www.uni-mannheim.de/media/Universitaet/Videos/Forschung/PR-Beitrag\\_Gefluechtete.mp4](https://www.uni-mannheim.de/media/Universitaet/Videos/Forschung/PR-Beitrag_Gefluechtete.mp4)

## Customer loyalty, satisfaction and diversity in public performing arts organization

The research team around Prof. Dr. Bernd Helmig, Dr. Maren Rottler, and Moritz Motyka successfully finished the research collaboration with the Nationaltheater Mannheim on customer loyalty, customer satisfaction, and diversity. Over the course of four years the researchers together with employees of the theatre conducted two studies to deepen the understanding on the current customer base and to explore barriers and hurdles of non-customers, especially focusing on citizens with migrant family background. Study 1 employed a large-scale quantitative survey on customer loyalty and satisfaction to develop distinct user profiles based on visiting behavior of theater performances across the genres opera,

drama, dance, youth theatre, and concerts. Additionally, managerial grids with management implications were derived to further improve the overall satisfaction of different customer types and strengthen this customer base. Study 2 in an exploratory setting based on focus groups offers insights into action fields the theatre can engage in to create a more diverse audience and to reach a broader group of citizens. In particular, the theater's geographic location, unique architecture as well as its name and program are identified as key factors to activate individuals' attitude, subjective norms, and perceived behavioral control leading to a theater visit. Management can create opportunities for individuals to identify with the theatre and its content, trigger peer effects

fostering collective action, and increase the overall attractiveness of the supporting services and surroundings. Moreover, expectation management between citizens and the public performing arts organization is crucial to reduce cognitive, emotional, and social barriers for non-consumers. Over the years, regular meetings with the theatre leaders and employees allowed for a fruitful and enriching exchange of collaborative learning and research, bridging theory and practice. The collaboration's results allow to strengthen the theatre's political and social legitimacy as well as the cultural sector's services offered to citizens in Mannheim and the Rhein-Neckar region.

## Cooperation with Smart City Mannheim GmbH in the project sMArt roots

Smart and sustainable city development has increasingly become the center of attention among practitioners and scholars hoping to solve current urban challenges associated with increasing urbanization and rapid climate change by means of digital technologies. In collaboration with the

Smart City Mannheim GmbH, Prof. Edinger-Schons and doctoral student Lisa Pfeiffer investigate how digitalization and sustainable development are related on a city-level. Integrating insights from the Mannheim smart city development project *sMArt roots* and existing literature, a

model on how digitalization contributes to city sustainability is developed. Derived model assumptions will be empirically evaluated by means of qualitative and quantitative methods.

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## AWARDS

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Torsten **Biemann**, Irmela **Koch-Bayram** and Madleen **Meier-Barthold** are this year's recipients of the Sage Publications/RMD Best Paper Award of the Research Methods Division at the Academy of Management Conference.

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**Dahlke**, J., **Beck**, M., **Kinne**, J., **Lenz**, D., **Deghan**, R., **Wörter**, M., and **Ebersberger**, B. received a Best Paper Award at the R&D Management Conference 2022 in Trento for their paper "When is AI adoption contagious? Epidemic effects and relational embeddedness in the inter-firm diffusion of artificial intelligence".

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The paper titled „Effects of Corporate Environmental Activities on Evaluators' Propriety Beliefs“, accepted for the 82nd Annual Meeting of the Academy of Management (AoM) in August 2022 in Seattle (Washington, USA), has been judged to be one of the best accepted papers in the program of AoM's SIM division (Social Issues Management). This high honor entitles the paper to be published in the Proceedings of the 2022 Academy of Management Meeting. The authors of the submission are (in alphabetical order) Bernd **Helmig**, Julia **Herzum**, and Martin **Sievert** who all are members of the Chair of Business Administration, Public & Nonprofit Management.

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Claire **Mula**, Thomas **Hipp** and Nory **Zybura** received a Best Paper Award at the Interdisciplinary European Conference on Entrepreneurship Research (IECER) for their study "Towards a Scaling Process: How do high-tech start-ups transform during scaling?".

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Manuel **Reppmann** and Prof. **Edinger-Schons** (Chair of Sustainable Business) are this year's recipients of the "Wissenschaftspreis" by the EHI Foundation and GS1 Germany for their research project "Activating the Sustainable Consumer: The Role of Customer Involvement in Corporate Sustainability", which they conducted together with Prof. Foege (University of Hannover) and Stephan Harms (Ernsting's Family). The award is endowed with a research budget of 20,000€.

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Leo **Schmallenbach**, Himani **Singh**, and Dr. Mona **Reber's** (alumni) paper "Knowledge recombination in teams with female versus male stars" received the Steven Klepper Award for the Best Young Scholar Paper at the DRUID 2022 conference. The Awards Committee highlighted the paper's originality and nuanced perspective on how gender differences may shape innovation outcomes.

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Leo **Schmallenbach**, Himani **Singh**, and Dr. Mona **Reber's** (alumni) paper "Knowledge recombination in teams with female versus male stars" received the 2022 Best Interdisciplinary Paper Award from the Graduate School of Economics and Social Sciences (GESS) at the University of Mannheim. The award recognizes outstanding papers and innovative projects by doctoral students in Business that foster interdisciplinarity.

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Himani **Singh** received the Outstanding Reviewer Award from the Gender and Diversity in Organizations (GDO) and the Careers (CAR) Divisions as part of the Academy of Management 2022 Annual Meeting paper review process.

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Robert **Strohmeier** received the Junior Research Award from the University of Mannheim Business School.

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This year, Emma **van den Terrell** (Chair of Sustainable Business) received the Society for Business Ethics Founders Award for Emerging Scholars. This annual award is given to promising doctoral students who apply and are accepted to the mentorship program at the Society for Business Ethics Annual Conference. This year 12 candidates were chosen and presented their dissertation topics.

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Nora **Zybura**, Bettina **Müller**, and Sandra **Gottschalk** received the RCEF best paper award at the 5th International Family Business Research Forum in Hasselt, Belgium for their study "Innovation Activities after CEO Succession in Family Firms: A Longitudinal Perspective".

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## 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.

82<sup>th</sup> Academy of Management Annual Meeting (AoM), Seattle, August 2022

CSR Communication Conference, Lueneburg, September 2022

Business & Society Research Seminar, Nantes, June 2022

DRUID Annual Meeting, Copenhagen, June 2022

Dutch HRM Network Conference, Enschede, November 2022

European Academy of Management (EURAM), Winterthur, June 2022

38th Colloquium of the European Group for Organizational Studies (EGOS), Vienna, July 2022

Interdisciplinary European Conference on Entrepreneurship Research (IECER), Maastricht, October 2022

5th International Family Business Research Forum, Hasselt, September 2022

National Bureau of Economic Research (NBER) Workshop, Washington, DC, April 2022

42nd Annual Conference Strategic Management Society (SMS), London, September 2022

Internal Seminar at the Utrecht University, Utrecht

Purposeful Work Symposium, Edinburgh, May 2022

R&D Management Conference, Trento, July 2022

Society for Business Ethics Annual Conference, Seattle, August 2022

Summer Seminar in Stakeholder Theory, Charlottesville, VA, August 2022

German Academic Association of Business Research, Sustainability and Management Fall Conference, Nuernberg, Germany, October 2022

Wharton Innovation Doctoral Symposium (WINDS), online, March 2022

Herbstworkshop der Wissenschaftlichen Kommission Personal im VHB, Berlin, September 2022

## AREA MEMBER NEWS

### Douglas Schuler as visiting scholar at the area management

From February to April 2022, Douglas Schuler, Professor of Business and Public Policy at Rice University, Houston, Texas, worked with the Chair of Sustainable Business as a visiting scholar. Doug (photo: top row, right) was not only

happy to give valuable feedback to the Chair's doctoral students' projects but proved to be of great social spirit and embarked on many fun adventures, such as walks, hikes, and wine tastings with the team.



### Doctoral candidate Martin Sievert appointed as Assistant Professor in Public Administration

On 1 October 2022, doctoral candidate Martin Sievert started his new assistant professorship at Leiden University (Netherlands). Well deserved! Have a great start, Martin! In this position, he will be part of the Public Management & Leadership group at the Institute of Public Administration (<https://www.universiteit-leiden.nl/en/governance-and-global-affairs/institute-of-public->



administration). Martin Sievert is doctoral candidate at the chair for public and nonprofit management (Prof. Dr. Bernd Helmig) since 2018. His research addresses organizational legitimacy, public sector recruiting, representative bureaucracy, and behavioral public administration. He

worked as an academic staff member at our chair and will defend his dissertation in 2023.

Read more about Martin:

<https://www.universiteit-leiden.nl/en/staffmembers/martin-sievert#tab-1>

<https://www.bwl.uni-mannheim.de/en/public-and-nonprofit-management/team/martin-sievert-msc/>

### Ifm Mannheim doctoral student Luca Castellanca accepted as Assistant Professor at the National University of Ireland Maynooth

Since June 2022, Luca is a Lecturer/Assistant Professor of Entrepreneurship at Maynooth University. Luca's research interests lie in entrepreneurship in emerging markets, with a focus on African micro-entrepreneurship, poverty, gender empowerment, and systemic issues. He is also interested in innovation research and internationalization strategies of startups and multinationals. Dr Castellanza's work has been published in leading Management journals such as Journal of



Business Venturing. Recently, his article "Crises and the Disadvantaged: How Effectual Behaviour Leads to Resilience Among Micro-Entrepreneurs" has appeared in the Academy of Management Proceedings 2022.

In the beginning of 2022 Luca graduated summa cum laude at the faculty of Business Administration, Mannheim University.

## Jan-Philipp Ahrens appointed interim professor at Passau

University Jan-Philipp Ahrens was appointed interim professor (W3) at Passau University, Chair of International Management and Social Entrepreneurship. The chair focusses on sustainability and transformation towards the circular economy.

Specifically, the chair analyses businesses against the backdrop that contemporary anthropogenic perturbations of several planetary boundaries central to the stability of the so called “Earth System” (comprising of atmospheric, water, and biogeochemical cycles) put at risk that mankind will have a safe operating space in the thin layer where life is possible on

Earth, the biosphere. As a mankind has emerged as a decisive force in the operation of the biosphere, i.e. the global ecological system integrating all living beings and their dynamic interplay with the dynamics of the Earth System as a whole, there is a need for the development of integrative economic knowledge that addresses these perturbations. Otherwise, human activities likely push the Earth System outside the stable environmental state of the Holocene, with consequences that are in multiple dimensions - social, political, economic, technological, cultural, and ecological - catastrophic at a planetary scale (Folke et al. 2016; Rockström et al. 2009; Steffen et al. 2015).

Several research projects have been started with this agenda in mind. Prof. Ahrens took part in a funding proposal for an international research center on sustainability (first phase, € 1 million) and an EU-N proposal with a sustainability and ethic-oriented agenda. Furthermore, Prof. Ahrens is the spokesperson of the faculty for “internationalization” and “sustainability” at the respective inter- and trans-facultative research hubs of the University of Passau. In a double affiliation, Prof. Ahrens continues to lead the Interdisciplinary Research Group Family Firms at the University of Mannheim, which saw a record year in 2022 in terms of publication output.

## NEW DOCTORAL STUDENTS



**Robert Deghan**

- PhD Student at the Chair of SME Research and Entrepreneurship, since 2021, University of Mannheim
- Master’s degree: Master of Science (M.Sc.) in Management, 2020, University of Mannheim
- Bachelor’s degree: Business Administration (B.Sc.), University of Mannheim, and Indian Institute of Management Calcutta
- Practical experience: Co-Founder of the Q-Summit, Founder of Pacific Straws



**Lukas Krenz**

- Doctoral Student at the Chair of Sustainable Business, since February 2022, University of Mannheim
- Master’s degree: Master of Science (M.Sc.) in Business Administration/Management, 2019, University of Mannheim and Master of International Business (MIB) at Queen’s University, 2019, Canada
- Bachelor’s degree: Bachelor of Science (B.Sc.) in Business Administration, 2017, University of Mannheim, Pace University, New York
- Practical experience: McKinsey & Company, goetzpartners, Horváth & Partners, Porsche, Bosch



### Erika Ni

- PhD Student in the CDSB Program (Area Management) since October 2022, GESS, University of Mannheim, Chair of SME Research and Entrepreneurship
- Master's Degree: Business and Management (M.Sc.), Stockholm School of Economics, 2021
- Bachelor's Degree: Business Administration (B.Sc.), University of Mannheim
- Practical Experience: Boston Consulting Group, UnternehmerTUM, Actyx



### Alicia Minnerup

- Doctoral Student at the Chair of Sustainable Business, since May 2022, University of Mannheim
- Master's degree: Master of Science (M.Sc.) in Business Administration/Management, 2022, University of Mannheim; FGV EPABE Rio de Janeiro, Brasil; NHH Bergen, Norway
- Bachelor's degree: Bachelor of Science (B.Sc.) in Business Administration, 2018, University of Mannheim; Queensland University of Technology Brisbane, Australia
- Practical experience: e.g., Simon Kucher Sweden, DB Management Consulting, Bilfinger



### Lisa Pfeiffer

- Doctoral Student at the Chair of Sustainable Business, since February 2022, University of Mannheim
- Master's degree: Master of Science (M.Sc.) in Psychology: Work, Economy and Society 2021, University of Mannheim
- Bachelor's degree: Bachelor of Science (B.A.) in Psychology, 2019, University of Kassel
- Practical experience: e.g. TUI, h&z Management Consulting, Klimaschutzagentur Mannheim



### Ludwig Uhl

- PhD Student at the Chair of Business Administration, Public & Nonprofit Management, since 2022, University of Mannheim
- Master's degree: Master of Arts (M.A.) in Culture and Economy: Philosophy, 2022, University of Mannheim
- Bachelor's degree: Bachelor of Arts (B.A.) in Corporate Management & Economics, 2019, Zeppelin University; semester abroad at the Hallym University, Chuncheon, South Korea
- Practical Experience: Gründerschiff, PermaBond, avesco

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## COMPLETED DISSERTATIONS

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### Moritz Appels



On 19 September, 2022, Moritz Appels successfully defended his doctoral thesis “CEOs as Agents of Organizational and Societal Change” under the supervision of Prof. Edinger-Schons and Prof. Biemann. In his dissertation, Dr. Appels illuminates CEOs’ novel role as agents of change not just within their organizations but also in broader society. Nowadays, many CEOs have reached celebrity status and their behaviors—be they related or unrelated to their business—are a subject of keen public interest and influence actors and developments beyond their companies’ immediate purview. Tackling this broader subject in three essays, the dissertation addresses how CEOs affect who joins their organizations, the political participation of citizens, and their firms’ strategic and social change. Two out of these three essays were published in *Journal of Management* prior to Dr. Appels’ doctoral defense. He likewise wrote several practitioner-oriented articles during his doctoral studies that have been published in various print and online outlets. For his dissertation, he received the final grade *summa cum laude*. In the same month, he took on the role as an assistant professor of organizational behavior at Rotterdam School of Management, Erasmus University.

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### Philipp Dennis Binder



Since the early 2000s, the global capital markets have experienced a new wave of financial activism designated as hedge fund activism. Activists call the effectiveness of a firm’s current strategy and governance into question and regularly enforce changes to the constitution of senior management and the board or fundamental revisions of target companies’ business and corporate strategies. Despite these vast implications we know little about the channels and tools activists utilize to bring about changes at their target companies.

In the first paper of his cumulative dissertation, which has since been published in the *A+-Journal Organization Science* co-authored with Matthias Brauer and Margarethe Wiersema, Philipp Binder takes an impression management perspective to explain the outcomes of activist hedge fund campaigns. Specifically, the authors theorize that the linguistic properties of public activist letters influence the impressions of target firms’ senior management and constitute an important determinant of activist campaign success. In paper 2 and 3 the effectiveness of intimidation attempts by activists and the response tactics of target firms to activist attacks are investigated in greater depth.

Philipp Binder received his Ph.D. at the Chair of Strategic and International Management of Prof. Matthias Brauer and is now working as Corporate Finance Manager at Porsche SE in Stuttgart.

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**Baris Istipliler**

Titled “Essays on Entrepreneurship: Entrepreneurial Cognition and Entrepreneurship in Adverse Settings”, Baris’s dissertation focuses on questions pertaining to the role of cognition in early and late-stage entrepreneurial decisions, and entrepreneurship in unfavorable contexts. The first of the three essays in the dissertation focuses on the topic of entrepreneurial cognition in a transgenerational entrepreneurship setting and shows under which conditions pre-succession exposure to the family firm is beneficial for the next generation successors. Motivated by the crucial importance of founder characteristics on the performance of young ventures in emerging economies, the second essay focuses on the role of entrepreneurial cognition on venture performance in Ghana. Its results suggest that cognitive styles as useful heuristics may be beneficial to venture performance in such settings through different entrepreneurial mechanisms. The third and final essay of the dissertation investigates how small- and medium-sized enterprises (SMEs) in transition economies deal with these constraints with the help of innovative and relational capabilities. This article uses a sample of SMEs from Ukraine and Russia and is already published in the Journal of Business research with an Open Access Licence and can be accessed via the following link <https://doi.org/10.1016/j.jbusres.2022.113306>

Baris received his doctoral degree at the Chair of SME Research and Entrepreneurship of Prof. Michael Woywode with the grade of summa cum laude in December 2022.

**Marc Kowalzik**

In the three essays comprising his dissertation, Marc Kowalzik set out to enhance our understanding of why organizations do the things they do by considering the reflections of its leaders in organizational outcomes, looking both at key organizational outcomes as well as at major givens of CEOs to become reflected in them. In the first study, he focuses on overconfident CEOs in turnaround situations and demonstrates that overconfidence can be detrimental amongst incumbent CEOs who steered their firm into dire straits but beneficial amongst successor CEOs hired during decline. In the second study, he revisits leaders’ self-potency by focusing on CEO hubris and assesses the obscurity concerning whether hubristic CEOs strive to change or not to change their firms’ overarching trajectories. The third study resorts to an attribute experiencing a relatively recent rise in popularity—CEOs’ political ideology—to reconsider whether it is a more liberal or a more conservative ideological leaning that induces CEOs to engage in more or less (ir)responsible behavior.

Marc’s articles won several awards at international conferences and, together with his co-author Moritz Appels, he successfully published his second dissertation paper in the Journal of Management. Marc received his doctoral degree at the Chair of SME Research and Entrepreneurship of Prof. Michael Woywode in August 2022.

### Manuel Reppmann



Companies are increasingly transforming themselves to become more sustainable in response to the immense pressure of solving societal grand challenges. Companies' sustainability transformation is mainly determined by, on the one hand, the degree of the transformative impact of sustainability activities on a company's value creation and, on the other hand, the extent to which companies involve their stakeholders in their transformational journeys. Combining these two dimensions results in different approaches of corporate sustainability.

In his dissertation, Manuel Reppmann investigates in three papers how key stakeholders, such as customers and employees, respond to these approaches and how they impact a company. The thesis is rooted in the literature on stakeholder involvement, corporate sustainability embeddedness, and psychological ownership, among others. It investigates stakeholder-related outcomes such as customers' consumption behavior and employees' work engagement. For one of his papers, Manuel Reppmann and Laura Marie Edinger-Schons received the "Wissenschaftspreis 2022" which is bestowed annually by the EHI Foundation and GS1 Germany

Manuel Reppmann received his doctoral degree at the Chair of Sustainable Business of Prof. Laura Marie Edinger-Schons with the grade of summa cum laude in November 2022. He continues his academic career as a post-doctoral researcher at the Chair of Sustainable Business of the University of Hamburg.

### Leo Schmallenbach



Leo Schmallenbach has successfully defended his doctoral thesis "Gender Differences in Innovation and Competitive Settings" at the Chair of Organization and Innovation under the supervision of Prof. Dr. Karin Hoisl. His dissertation committee included Prof. Dr. Matthias Brauer (University of Mannheim) and Prof. Olav Sorenson, PhD (University of California, Los Angeles).

In his dissertation, Leo analyzes how gender differences shape innovation outcomes and performance in competitive settings at both the individual and team level. In the first of three chapters, which are all based on large-scale yet distinct datasets, he addresses the question of how men versus women mentors influence the evaluation of their protégés' work. In the second chapter, he investigates the role of men versus women star inventors in team knowledge recombination. In the third chapter Leo studies gender differences in the performance of extreme precision tasks under pressure.

Leo's dissertation showcases the complementarity between men's and women's human capital by highlighting unique direct contributions as well as the synergies that arise from how gender shapes social processes. Fostering gender diversity can therefore contribute to organizational success and innovation. For example, teams that work in extreme settings might profit from both men and women team members, as their response strategies differ when put under pressure. While women increase performance effectiveness, men are able to maintain performance efficiency, two important yet complementary strategies. Similarly, organizations in innovative industries might profit from women top performers in innovation projects that require broad and diverse knowledge recombination, and men top performers when more narrow and specialized knowledge recombination is required. Leo's dissertation documents women's contributions to innovation and scientific progress as well as their potential for contribution under different competitive conditions.

Leo's dissertation projects have been recognized with several awards and two of his three chapters were published as conference proceedings. One chapter, co-authored with Prof. Hoisl and Prof. Lerchenmüller, is currently under revision at a Financial Time Top 50 journal.

**Nico Marcel Zeiner**

Fotograf: Felix Zeiffer

Nico Marcel Zeiner received his Ph.D. at the Chair of Organization and Innovation under the supervision of Prof. Dr. Karin Hoisl. Financing young innovative firms requires early-stage investors to have a mindset of experimentation and willingness to fail, as these firms face considerable uncertainty due to the nature of their inventive activity. In his dissertation, Nico Marcel Zeiner develops a new theoretical and advanced empirical understanding of the investment relationship between early-stage investors and young innovative firms. The first essay of the thesis examines how patents that protect radical inventions affect the selection behavior of Venture Capital (VC) investors. The second essay investigates the selection ability of crowd investors, more specifically, whether additional positive information generated through the investment decisions of peer investors benefits the decision-making quality of those investors who contribute later. The third essay investigates the selection behavior of VC investors under consideration of resource constraints induced by recession periods and whether a potential shift of the selection behavior of VC investors during economic recessions propagates into a differential treatment effect of VC financing on firm innovation.

Nico presented his work at several international conferences. One of his papers, co-authored with Prof. Karin Hoisl, Prof. Massimo Colombo, and Prof. Massimiliano Guerini is currently under revision at a Financial Times Top 50 Journal.

**Nora Zybura**

In October 2022, Nora Zybura successfully defended her dissertation entitled "Topics in Family Firm Succession, Innovation & Entrepreneurship" at the Chair of SME Research and Entrepreneurship. In four chapters, Nora Zybura's research considers innovation activities in the succession phase of family firms as well as drivers of entrepreneurial activities with focus on university entrepreneurship education and female migrant entrepreneurs. The first chapter examines how successor origin, continued predecessor influence, and context factors are related to post-succession innovation output in family firms. Following a longitudinal perspective in the second chapter, the temporal aspect of succession and innovation is taken into account and it is differentiated between family firms' innovation activities pre- and post-succession. The third chapter considers entrepreneurship education at the university level and its influence on entrepreneurship outcomes. The final chapter investigates entrepreneurial activities of female migrants with a particular focus on recent developments and underlying determinants of becoming self-employed.

Parts of her dissertation have already been published in the Journal of Family Business Strategy as well as a book chapter in Springer Verlag. In addition, the second chapter of Nora Zybura's dissertation ("Innovation Activities after CEO Succession in Family Firms: A Longitudinal Perspective") was awarded with the Best Paper Award of this year's International Family Business Research Forum.

## TEACHING NEWS

### New module of Professor Helmig in the Mannheim Master of Management (MMM) on Grand Challenges

In the last fall semester Professor Helmig offered a newly created master course called "Understanding and Tackling Societal Challenges through Management Research" (MAN 659). "Grand challenges" are formulations of global problems that can be plausibly addressed through coordinated and collaborative effort. In this seminar, management research was discussed that examines societal problems that individuals, organizations, communities, and nations face around the world. Based on research publications in top

management journals (e.g. Academy of Management Journal, Organization Science) topics were covered such as: "the interplay between nonprofits, institutional actors and the community", "health care's grand challenges"; "climate change"; "water supply"; "corporate volunteering for societal causes". Besides, methodological issues when studying grand challenges have been discussed. The master students had been assigned to one paper each and had to give a presentation of the paper in class. All

participating students had to read every paper in order to assure a vivid discussion of the paper and the topic following the individual presentations. Every participant had at least two "1:1" individual coaching sessions with Professor Helmig before the presentation. All Students were highly motivated and enthusiastic about their papers and the seminar was a great success. It will now become a part of the regular seminar offering and will take place in fall 2023 again.

### Social video learning InnoMa Förderfonds

As part of the InnoMa project at the University of Mannheim funded by the Stiftung Innovation in der Hochschullehre, the Chair of Business Administration, Public & Nonprofit Management (Prof. Dr. Bernd Helmig) received funding for the integration of a new video annotation tool in ILIAS. In cooperation with UNIT a digital function for social video learning ('Interaktives Video') was further developed and piloted in an inverted classroom master course at the chair. The aim of the project was to enrich online

learning videos with social and interactive elements. In addition to the lecture videos as the central element of digital learning, students could post questions or comments at specific points in the video or react to their fellow students' contributions. These options enabled social exchange between students and lecturers often neglected in digital teaching settings. Furthermore, students could check their learning progress through self-check quizzes at specific points in the

video. The lecture videos were also enriched with information such as newspaper articles, marketing campaigns or video links to supplement theoretical content with practical impulses conveying the relevance of lecture contents for students' everyday practice. The interactive tools of the pilot project operated smoothly and were well received and actively used by the students. The tool is now available on ILIAS and can be used to enhance the interactivity of digital teaching.

### Studium Oecologicum: Business today – Companies as Pioneers of Sustainable Development

The role of companies in our society has changed significantly: While companies historically mainly focused on financial aspects, many are now increasingly concerned with the overarching "impact" they have on society. In a workshop as part of the "Studium Oecologicum", Lukas Krenz and Christina Kannegießer from the Chair of Sustainable Business discussed with students the "new" role of companies and in particular the question to what extent they (can) promote sustainable development according to the UN Sustainable Development Goals. In

the interactive format, students shared their expectations towards companies, which challenges they see in their role as consumers, and what managers can do to meet these expectations and to enable consumers. At the end of the workshop, students worked on a case study in which they assessed the sustainability reports of a company, criticized them, and developed recommendations for managers.

Regarding the program: The "Studium Oecologicum" is open to bachelor and master students at the University of

Mannheim. It is intended to bring students together on an interdisciplinary basis and to enable a holistic view of sustainability that goes beyond the course of study. The program is designed as a semester-spanning certificate program and includes teaching units, workshops, lectures and excursions. With this offer, the University of Mannheim would like to meet the increasing relevance of sustainable trade and give students the opportunity for exchange and a holistic understanding of sustainability.

## First year of new Mannheim Master in Sustainability and Impact Management has ended, second cohort has started in 2022

The first year of the new Mannheim Business School's Master in Sustainability and Impact Management program ended in 2022, and the second intake has started in September 2022. The program that has been newly created in 2021 offers a 24-month part-time curriculum to students, including standard management

knowledge as well as methodological impulses on future sustainability challenges in management in response to the demands of various stakeholders and the needs of society and our planet. Led by Academic Director Prof. Dr. Laura Marie Edinger-Schons, the Mannheim Master in Sustainability and Impact Management is

offered in cooperation with companies such as BASF, Porsche, Heidelberg Materials, and many others. This way students gain valuable insights from practice on how to manage pressing issues in sustainability while guaranteeing well-functioning business operations.

## Trifels Summer School on Open Science

The Trifels Summer School on Open Science brought together academics from the hard sciences, social sciences, and humanities to discuss and learn about the latest methods in open science and scholarship. From how to

make our teaching resources into open access teaching materials, to learning about replicable manuscripts and making our data open to a wider audience, participants learned and exchanged ideas on how to make science

more widely available and more easily replicable. More information can be found here: <https://www.uni-mannheim.de/trifels-summer-school/>

## MAN 690 Innovation Management – Using Case-based Teaching to Enhance Theoretical Learning

The Master-level course, "Innovation Management", offered by the Chair of Organization and Innovation, provides an overview of the theoretical foundations and basic concepts in the field of innovation management. The lectures in this course aim to introduce students to central concepts from the field of innovation management and insights from theoretical and empirical innovation research. In addition, students learn to apply findings from innovation research to analyze and solve practical innovation management-related problems. They are thus equipped with the core competencies required to manage innovations, from the early stages to the market launch of products or services and the strategic positioning of the company within its industry.

In Spring Semester 2022, case studies were included in this course for the first time. The course instructors, Dr. Ling Xiao and Himani Singh, M.A., provided students with theoretical content on the sources and incentives for

innovation, organizing for innovation, innovation strategy, and collaboration strategy. Additionally, five detailed case studies were analyzed in the class, with the goal of incorporating a rich set of examples drawn from a range of industries, organizations, and countries. For instance, the case of Philips' collaboration with Swarovsky to produce fashionable USB drives was used to provide students with an understanding of the tradeoffs and complexities that must be balanced in forming and managing innovation alliances. Another case on the acquisition of Honest Tea, an organic beverage start-up, by Coca-Cola encouraged students to reflect on challenging questions around balancing the need to stay true to a company's core values versus driving growth, and the role that innovation processes can play on both sides.

Students were encouraged to engage with these cases by taking the perspective of managers in-charge of making key decisions. Extensive class

discussions on different approaches and outcomes helped students understand how theoretical concepts and findings from research can be applied to manage innovation in complex, real-world environments. This theoretical and case-centric approach was supplemented by guest lectures from Claus von Riegen, Vice President & Head of Business Model Innovation, SAP, and Dr. Karl Hahn, Former Head of R&D, BASF & Lecturer at the University of Heidelberg. These lectures provided firsthand, practical insights into how organizations manage innovation processes in line with their strategic objectives.

The evaluation of the course showed that the somewhat different concept of the lecture was very well-received by the students. In the future, we will therefore increasingly rely on the use of case studies in teaching. We can even imagine offering an additional case study seminar on topics such as innovation or digital transformation.

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## AREA MANAGEMENT SEMINAR

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

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<b>Douglas Schuler</b> Rice University, Houston, Texas	Challenging “grand challenges” collaborations: Insights from food insecurity in Houston, Texas
<b>Silke Boenigk and Laura Hesse</b> University Hamburg	Peer-to-Peer Giving: A Large Empirical Study on Peer Fundraisers as Source of Inspiration
<b>Colby Green</b> Southern Utah University	Corporate Political Activity in State Legislatures: The Contingent Effects of Hospital Campaign Contributions on Medicaid Expansion Following the Affordable Care Act
<b>Christoph Sajons</b> University Mannheim	Boost or penalty? The effect of entrepreneurial experience on the subsequent employment of migrants
<b>Gorgi Krlev</b> University Heidelberg	Shifting Focus: A Capitals Theory of Organizational Social Impact
<b>Stephan Böhm and Christoph Breier</b> University of St. Gallen	Getting stuck on the Corporate Ladder – The effect of Role Incongruity on the Career Progress of People with Disabilities
<b>Jeremy Dawson</b> Sheffield University Management School	Behaviour in Team Meetings and the Role of New Leaders
<b>Katja Dlouhy</b> University of Mannheim	Back with the Ex(-Employer)? How Boomerang Mobility Relates to Career Sustainability
<b>Marc Lerchenmüller</b> University of Mannheim	Does more money lead to more innovation? Evidence from the life sciences
<b>Georg Wernicke</b> HEC Paris	Not my CEO: Gender Effects in Employee Evaluations of the Chief Executive

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## PRACTITIONERS LECTURES

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**Bain & Company**, Dr. Jan-Alexander Huber (Partner), Sebastian Heim (Senior Associate Consultant) & Lily Azadi (Associate Recruiting): Sustainable Banking, in Management für Nebenfachstudierende (Spring 2022).

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**BASF**, Viola Choi, Vice President Global Human Resources, Agricultural Solutions in MAN 401 Organization & Human Resource Management (Spring 2022)

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**BASF & University of Heidelberg**, Dr. Karl-Heinrich Hahn, Former Head of R&D & Lecturer: Innovation in Established Organizations & Stage-Gate-Model, in MAN 690 Innovation Management (Spring 2022)

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**BASF Chemovator**, Tobias Seger & Jennifer Kürner, IMO Human Resources & IOM Communication & Marketing, in MAN 632 Advanced Entrepreneurship (Spring 2022).

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**Bilfinger SE**, Dr. Nicola Gesing (Senior Manager Sustainability): ESG and Strategy, in MAN 655 Corporate Strategy (Spring 2022)

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**Burda Principal Investments**, Luisa Frank, Investment Manager, in MAN 632 Advanced Entrepreneurship (Spring 2022).

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**Chawton Innovation Services Limited**, Donal O’Connell, Owner and Managing Director: IP Management from the Perspective of an In-house IP Manager – A Focus on Patents, in MAN 693 Strategic Intellectual Property Management (Fall 2022)

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**Christian Conrad Culture Development**, Christian Conrad, in MAN 632 Advanced Entrepreneurship (Spring 2022).

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**Cordes IP**, Dr. Alexandra Cordes, Owner: IP Strategy & Management, in MAN 693 Strategic Intellectual Property Management (Fall 2022).

Dr. Alexandra Cordes has 22 years of experience in IP law and licensing, IP strategy, and risk management, including key roles at SAP SE, where she designed and implemented company-wide IP programs. She currently runs her own company, Cordes IP, which provides IP management and legal advice on IP and IT transactions. In her lecture this year, she explained the foundations and success factors of IP strategy in companies. She discussed how IP can be leveraged by companies to support their business goals, focusing specifically on IP protection, IP licensing, transfer of IP, and competitor strategies. This was complemented by examples of how patent pools, such as the Open Invention Network, or contributing to open source and standards initiatives can help achieve IP-related goals. She illustrated her presentation with striking examples, including the Android story, Microsoft’s patent enforcement strategies against Android users, and the IP strategies of other ICT companies.




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**Dr. Frank Danesy**, lecturer in MAN 644 Human Resource Training and Development (SPRING 2022) and lecturer in MAN 649 Recruitment and Selection (Fall 2022).

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**Deloitte**, Jan Joos, Senior Manager, Audit and Insurance, Business Assurance, in CC 504 – Corporate Social Responsibility (Fall 2022)

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**Deloitte**, Maike Klement, IT Chief Staff: Motivation & Performance, in MAN 401 Organization & Human Resource Management (Spring 2022).

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**Deloitte**, Hans Steinweller (Director), Christopher Blegen (Manager): Post-Merger Integration, in MAN 656 Mergers & Acquisitions (Fall 2022)

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**Ebner Stolz**, Dr. Jens Petersen (Partner), Dr. Marius Ziegen (Principal), Jan Stribel (Manager): Managing Turnarounds – Practice Report and Case Study, in MAN 654 Corporate Restructuring (Spring 2022)

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**Ebner Stolz**, Justin Becker (Manager), Morten Waechter (Manager), Carl-Friedrich Schierhölter (Senior Consultant): Distressed M&A – Case Study, in MAN 656 Mergers & Acquisitions (Fall 2022)

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**ESA**, Per Braig, Chief Climate and Sustainability Officer, in CC 504 – Corporate Social Responsibility (Spring 2022)

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**FTI-Andersch**, Dr. Christoph Schuler (Director), Stanko Kondic (Manager): Restructuring in Practice – Mastering Complex Challenges, in MAN 654 Corporate Restructuring (Spring 2022)

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**FTI-Andersch**, Marco Herhoffer (Manager), Florian Dobler (Senior Consultant): Digital Strategy, in MAN 301 Strategic and International Management (Fall 2022)

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**Getsafe**, Alexander Grimm, COO: Coordination – Control & Change, in MAN 401 Organization & Human Resource Management (Spring 2022)

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**Getsafe**, Daniel Treiber, CFO, in MAN 632 Advanced Entrepreneurship (Spring 2022).

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**I & P Negotiation Consulting**, Mihai Isman, Managing Owner / MD: Conflict Management, in MAN 691 Selected Topics in Organizational Behavior (Spring 2022).

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**Istari.ai**, Dr. Martin Kinne, Manager, in MAN 632 Advanced Entrepreneurship (Spring 2022).

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**John Deere**, Dr. Thomas Peuntner, Global HR Director Europe, Near and Middle East, CIS: Organizational Structure, in MAN 401 Organization & Human Resource Management (Spring 2022).

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**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 2022).

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**Kienbaum Consultants**, Laura Geyer, Manager, in MAN 352 Human Resource Management (Fall 2022).

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**Knorr-Bremse AG**, Markus Helle, HR Transformation Program Manager Global: Strategic & International HRM at Knorr-Bremse, in MAN 647 Strategic and International HRM (Spring 2022) and in MAN 352 Human Resource Management (Fall 2022).

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**KPMG**, Sarah Galette, Assistant Manager – Accounting & Process Advisory, & Nicola Teufel, Senior Manager – Accounting & Process Advisory: Groups & Teams, in MAN 401 Organization & Human Resource Management (Spring 2022).

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**KPMG**, Konstantin Kühle, Assistant Manager & Yannik Michels, Senior Manager, in CC 504 – Corporate Social Responsibility (Spring 2022)

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**Mercedes**, Andreas Kusche, Manager Investor Relations ESG, in CC 504 – Corporate Social Responsibility (Fall 2022)

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**Mercer**, Dr. Björn Hinderlich, Senior Principal, in MAN 648 Incentives & Performance (Spring 2022).

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**Lufthansa Group**, Julia Wenzel, Sustainability and Employee Education, & Jonas Diederich, Corporate Responsibility Communications, in CC 504 – Corporate Social Responsibility (Fall 2022)

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**McKinsey & Company, Inc.**, Jakob Rüden (Partner) & Dr. Manuel Altmeier (Associate Partner): Strategic analysis - developing a restructuring concept to restore competitiveness, in MAN 301 Strategic and International Management (Fall 2022)

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**MedScaler**, Nino Bellengé, Managing director, in MAN 632 Advanced Entrepreneurship (Spring 2022).

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**Merck KGaA**, Jonas Kölle, General Counsel Trademarks: Trademarks Protection in Multinationals, in MAN 693 Strategic Intellectual Property Management (Fall 2022).

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**myBuddy**, Huawei Wang, Founder & CEO, in CC 504 – Corporate Social Responsibility (Spring 2022)

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**numi**, Andrea Scheller, co-Founder and Chairwoman, in CC 504 – Corporate Social Responsibility (Fall 2022)

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**Positive Impacts**, Martin G. Viehöver, Founder & CEO, in CC 504 – Corporate Social Responsibility (Fall 2022)

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**Premium Cola**, Uwe Lübbermann, Founder, in CC 504 – Corporate Social Responsibility (Spring 2022)

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**Premium Cola**, Uwe Lübbermann, Founder, in CC 504 – Corporate Social Responsibility (Fall 2022)

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**PreviPharma**, Marc Mazur, Founder, MCEI-Foundertalk (Spring 2022)

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**PricewaterhouseCoopers**, Friederich von Hurter (Partner), Lars Heidmann (Senior Associate), Antonia Wollbrecht (Senior Associate): Operational Carve-out Support, in MAN 654 Corporate Restructuring (Spring 2022)

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**SAP SE**, Dr. Gabriel Wiskemann, VP, Global HR, in MAN 648 Incentives and Performance (Spring 2022).

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**SAP SE**, Dr. Max Mühlenbock, Future of Work - People Insights, in MAN 646 HR Analytics (Fall 2022).

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**SAP SE**, Claus von Riegen, Vice President, Head of Business Model Innovation: Innovation at SAP & Internal Venturing, in MAN 690 Innovation Management (Spring 2022).

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