

MANNHEIM

AREA MANAGEMENT NEWS



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Prof. Dr.
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Guiding principle of the Area Management at the University of Mannheim

Courage to face the future

The Area Management coined this guiding principle to uncover the essential future challenges of the “university business”, i.e. the pursuit of education and research.

In the context of an ever-increasing flood of information, the transfer of knowledge from research to practice becomes one of the most important strategic instruments of universities in the future. Established terms such as organization and integration, as well as the associated ethical aspects of human behavior, require a reassessment. New concepts like data analytics and artificial intelligence need closer investigation.

The Area Management sees itself as a platform for the examination of economically, socially, and ethically relevant questions that are critical to meet future challenges

and where solutions are formulated anew and discussed with our collaboration partners from theory and practice. Innovative and sustainable solutions are then published in international top journals.

This platform approach is also how our students benefit from new insights and how they are adequately prepared for their role as future decision-makers in business and policy.

We would like to thank everybody who has contributed to putting the principle – *courage to face the future* – into action, both financially and idealistically. Without you, achieving our goals would not be possible.

Prof. Karin Hoisl
Speaker of the Area Management

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NEWS

Second place in fostering entrepreneurship

In the Startup-Radar 2018 of the Stifterverband, the University of Mannheim achieved second place in the category of medium-sized universities. This makes it one of the most start-up oriented universities in Germany. The focus of the Startup-Radar was on the question of how universities promote the founding of companies. Four building blocks were analyzed: (1) the institutional anchoring of a sustainable startup culture at the university, (2) entrepreneurship sensitization, (3) start-up support, as well as (4) start-up activities, i.e. the effect that the efforts in founding support have at the end - in the form of spin-offs, awards for spin-offs and their long term success.

"I am very pleased that our efforts to sustainably establish an entrepreneurship culture at the University of Mannheim are bearing fruit," says Prof. Michael Woywode, who holds the Chair of SME Research and Entrepreneurship and coordinates the university's efforts to promote start-up know how. "When it comes to entrepreneurship our students benefit from the above-average quality of the university's offerings. Since we bundled our entrepreneurship support activities in the Mannheim Center for Entrepreneurship and Innovation (MCEI) and expanded our offerings in this area, we are making great progress."

The aim of the MCEI is to promote the entrepreneurial spirit and the startup culture at the University of Mannheim and to strengthen the startup ecosystem in the Rhine-Neckar region. The MCEI has been in contact with approximately 100 startup projects over the past 2 years. More than 200 success stories are already documented on:

www.mcei.de/success-stories

MOOC on corporate volunteering

Dr. Irmela Koch-Bayram, Dr. Benedikt Englert, Prof. Bernd Helmig, and Prof. Laura Marie Edinger-Schons jointly produced a Massive Open Online Course (MOOC) on the topic of Corporate Volunteering. The MOOC covers three perspectives, i.e., the perspective of the volunteering employees, the perspective of the nonprofit organizations who are partners for corporate volunteering, as well as the perspective of the company that enables the corporate volunteering activities. Thereby, the MOOC offers more lecture-like units in which important insights on the three perspectives are conveyed as well as interviews with individuals from all three perspectives.

Furthermore, additional material and interviews on, e.g., the role of broker platforms, consultants, as well as summaries of surveys and polls are integrated to provide participants of the MOOC with a holistic understanding of the topic. The MOOC will be published on the MBSx platform in spring 2019. It will be available free of cost.

www.mbsx.education



Dr. Benedikt Englert and Prof. Bernd Helmig (left to right) at the production studio.

Professor Helmig appointed member of various boards

Prof. Bernd Helmig, holder of the Chair of Business Administration, Public & Non-profit Management, has been appointed by the Presidential Board of the Leibniz University Hannover to their Tenure Board. This board is an independent, external panel of experts, which evaluates the research achievements of tenure professors in accordance with national and international standards and transparent evaluation criteria.

Bernd Helmig was also reelected as member of the German committee of UNICEF e.V. and was appointed to the position of Vice-President for the next two years by the delegates of the German Association of University Professors and Lecturers (DHV), that represents more than 30,000 members and is the professional association of academics in Germany.

EVENTS



Participants of the Digital Changemakers Summit.

Sustainable Business Summit Event Series

Doing good with digital solutions

On April 13th and 14th, 2018, the Chair of CSR organized the 20th Sustainable Business Summit on the topic of Corporate Volunteering. At the two-day event, more than 60 students, practitioners, and academics discussed current developments in the field of Corporate Volunteering. On the first day, five speakers from the company, NPO, and academic perspective gave insights and impulses for discussion. The second day consisted of several workshops, where students were able to get a hands-on experience on managerial challenges in Corporate Volunteering.

On October 12th, 2018, from 9:30 am to 7:00 pm, the Chair of Corporate Social Responsibility organized the 21st Sustainable Business Summit, titled "Digital

Changemakers Summit". The event was sponsored by KPMG Sustainability Services and was held at the Wizemann-space in Stuttgart. During the one-day event, Mannheim students worked together in groups mentored by practitioners from organizations including WWF, BASF, SAP, Sennheiser, apic.ai, and Henkel to develop concepts for digital solutions to social and/or environmental problems. Software engineers were present to advise students during the development process (no prior technical or programming skills were required).

The goal of the interactive workshop was to develop a mock-up of a digital solution (e.g., a website or an app) and a social business model canvas for its application.

More broadly, the workshop aimed to raise awareness of the positive potential of digitalization to remedy social and environmental challenges. The workshop started with some breakfast snacks and a video address of Simon Müller, Mannheim and Harvard alumni and founder of the Think Tank "The Future Society". The workshops (including design thinking techniques) were co-organized by So-cEntBW and the team of the Wizemann-space Stuttgart. At the end of the day, the student teams presented their concepts to the group and a jury of experienced practitioners. The best two ideas received an award.

19-22 June, Iceland

Management Area strong at the European Academy of Management 2018

Scientists of the University of Mannheim's Area Management Area organized a conference track and presented current research at the annual conference of the European Academy of Management, the leading European association for the promotion of management research in Europe. With over 2,000 submissions, the conference, hosted by the University of Iceland in the Icelandic capital Reykjavik, is the largest European conference in the field of management research.

The Management Area contributed significantly to the organization of the track "Finance, Accounting, Governance & Growth in Family Firms" called for by Assistant Prof. Jan-Philipp Ahrens and other international scholars. As part of this, as also in the Entrepreneurship Strategic Management Divisions, Prof. Michael Woywode and various members of the Area acted as Session Chairs and Discussants, and participated in the review pro-

cesses of the large number of international submissions in this track. Moreover, the Management Area presented a total of 7 research projects of 11 Area scientists.

In detail, the young researchers Katharina Schilling and Nora Zybura presented research findings on the topic of "Women, Migration and Self-Employment" (Zybura, Schilling, Philipp, Woywode). Following up on the topic, Assistant Prof. Andrew Isaak reported on experiences from start-up projects of people with a refugee background and entered into dialogue on recent development with an international audience of scientists, politicians and members of society.

The family business researchers of the Management Area contributed the topic "Shareholders and the bond to the family business" (Tänzler, Keese), while young researcher Baris Istiqliler reported on

"Stakeholder orientation in family businesses" (Istipliler, Ahrens, Hauser). Prof. Woywode and Assistant Prof. Ahrens completed these contributions with a talk on "Family affiliation of the CEO" (Ahrens, Calabro, Huybrechts, Woywode).

The strategic management researchers of the Area contributed with talks on recent research on "Divestiture Completion Duration" (Prof. Matthias Brauer) and "CEO Overconfidence and performance" (Kowalzik, Ahrens, Lauterbach).

The participation in this year's European Academy of Management conference was rounded off by a joint research award for the University of Mannheim and the Technical University of Munich for the best manuscript in the area "Strategic Management" (Kowalzik, Ahrens, Lauterbach).



Members of the Area Management in Island.

20-22 June, Mannheim

8th Business and society seminar

On June 20th-22nd, 2018, the Chair of CSR hosted the 8th edition of the Business and Society Research Seminar, themed “The Transformation towards Sustainable Business: Empowering Stakeholders for Sustainable Innovation, Production, and Consumption”. The highly international and interdisciplinary seminar, taking place in the Mannheim Business School Conference Center, had approximately 80 participants. The seminar was especially targeted to PhD candidates and emerging scholars, who had the opportunity to

discuss their research with leading scholars and develop their networks. The two-day research event consisted of plenary, thematic, and workshop sessions, all of which were held in an inspiring, sociable, and convivial academic setting. Furthermore, emphasis was placed on collaboration and dialogue with business practitioners.

The keynote speakers were Prof. Andrew Crane and Prof. Sankar Sen. Furthermore, Prof. CB Bhattacharya gave a dinner

speech on the topic “Engaging Employees to Create a Sustainable Business”, and Uwe Lübbermann, founder of Premium Cola, gave a practitioner keynote on the topic of consensus democracy.

Overall, the feedback from the participants has been very positive. The keynote speeches and some of the plenary sessions are available on the Chair’s YouTube channel. Furthermore, the Mannheimer Morgen published an article on the event, which is available on the Chair’s website.



Participants of Business & Society Seminar.

CSR film festivals

Related to the course MAN 660 – CSR Videos, the Chair of CSR organizes a film festival in the Atlantis Cinema at the end of each semester. The topic of the seminar, and thereby the theme of the film festival, changes every semester (FSS 2018 “Impact orientation in social projects”, HWS 2018 “homelessness in Mannheim”). Each semester, the students collect insights for their documentaries by interviewing representatives of, for example, companies, NGOs, public authorities, and the general public. The course MAN 660 is funded by the “WILLE- Wissenschaft lernen und lehren“-project.

Some of the video documentaries can be found on the Chair’s Youtube Channel - please take a look!



28-29 June, Mannheim

5th IWSE at the University of Mannheim

More than 100 researchers from 15 countries participated in the International Workshop on the Sharing Economy (IWSE) at the University of Mannheim, from 28th to 29th June 2018. In more than 70 presentations, researchers showed and discussed their work on the sharing economy from different disciplinary perspectives. The IWSE took place for the fifth time, the first time in Germany, and was funded by the German Federal Ministry for Education and Research (BMBF).

On both days, after the plenary talk in the morning, the participants split among up to five parallel sessions with different disciplinary focuses. Organizational researcher presented papers on different business models and organizational forms in the sharing economy. Social psychologists talked about their projects on motives and the behavior of uses of sharing models. Researches with a background in (business) informatics reported on their research on how trust and reputation evolve on sharing platforms and on

the diffusion and impact potential of new technologies such as the Blockchain technology. In their models, economists showed the effect that sharing models might have on established market actors and on prices.

In the plenary session at the end of the first day, Dr. Achim Oberg, Dr. Dominika Wruk (both University of Mannheim) and Prof. Indre Maurer (University of Göttingen) presented results from the i-share project. They showed how sharing organizations manage to develop and coordinate a community of users, employees, and oftentimes volunteers. They further showed that the 20 sharing models that were studied – for instance, carsharing, community gardening, coworking – gained in number and prominence in Germany especially since the financial and economic crisis in 2008. Different patterns of regional diffusion can thereby be observed: While, for instance, coworking spaces can most often be observed in larger cities with high percentages of self-

employed people and people working in high-quality services, community gardens are also to be found in an around smaller cities and in rural areas. The impact of the sharing economy is currently analyzed using the i-share impact model and data from the quantitative survey of sharing organizations 2018. Using information provided by the more than 500 participants in the survey, the economic, ecological and social impact are currently determined.

The workshop ended with a plenary discussion on the current state of research on the sharing economy led by Prof. Koen Frenken (Utrecht University), Prof. Michael Woywode (University of Mannheim) and Dr. Yair. One result of the discussion was that refined theoretical models and more quantitative approaches are needed to make progress in research on the sharing economy.

www.i-share-economy.org/5th-iwse



Participants of the 5th IWSE.

GK

July, Mannheim

Experts' Forum Digital Talent Management

In July, the Mannheim Business School organized in cooperation with SAP and its the second Experts' Forum Digital Talent Management and invited many practitioners. This year's meeting focused on how the digital transformation in organizations affects talent management and team performance. The advancing digitalization creates an increasing amount of data, which can be analyzed and used for better workforce-related decisions.

The morning started with key notes from speakers out of practice and science. Uwe Raschke, from Bosch, talked about "how big companies can survive the digital age – new models for culture, leadership, and collaboration." In his key note, he presented the transformation journey of Bosch Power Tools to become an agile organization, which can adapt to external trends. During his talk, he pointed out the need for customer-centric innovation and new forms of collaboration, which can be met more easily in this new agile organization compared to the old silo organizations before. Afterward, Prof. Torsten Biemann, from the University of Mannheim, presented studies from scientific research to show "what makes teams successful." Practitioners could see that many questions like that have already

been addressed by scholars, and can, therefore, be used as a starting point for management practices and People Analytics projects in organizations. In line with that, Ralf Büchenschuss showed how Nestlé used existing findings from leadership research to identify what makes leaders at Nestlé effective.

Moreover, he presented how Nestlé formed and developed a People Analytics team to support decision making in HR and how they became a valued partner of the business. In the last key note, Prof. Jan Mayer from the TSG Hoffenheim, talked about team performance and People Analytics in the context of professional football. He gave insights into how football games are monitored and how this data can be analyzed and used to ensure that teams continuously deliver high performance. Moreover, differences between the environment in professional sports and the environment in typical corporate organizations have been discussed.

In the afternoon, participants had the opportunity to work in groups on different topics in three streams: Learning, Conversational HR, and People Analytics.

In the People Analytics stream, Prof. Torsten Biemann, Chris Kaibel and Assistant Prof. Irmela Koch-Bayram from the Chair of Human Resource Management discussed with practitioners how to get started with people analytics in general and how to approach specific challenges. Prof. Friedemann Kainer and Benjamin Blum from the Chair of Civil Law, German and European Business and Labour Law further discussed with practitioners the implications of GDPR and data privacy on People Analytics in organizations.



Chris Kaibel (r).

As the conference has proved once again to be a great forum to bring research and practice closer together, the next experts' forum digital talent management has already been scheduled for July 2019.



Participants of the Experts' Forum Digital Talent Management.

Upcoming

In spring 2019 the Mannheim Business School will present a Massive Open Online Course with the topic "People Analytics & Evidence-based Management" on openSAP with scholars from Mannheim as well as practitioners from Bosch, SAP, Deutsche Bahn, and TSG.

CURRENT RESEARCH PROJECTS ON MANAGEMENT AND THE DIGITALIZED WORLD

M&A and innovation

Prof. Matthias Brauer, Chair for Strategic and International Management, and Prof. Karin Hoisl, Chair of Organization and Innovation, are conducting joint research on mergers and acquisitions (M&A) and innovation.

M&As help organizations acquire new and distant knowledge, potentially leading to an increase in innovativeness and finally to a better performance. What is, so far, under-researched is how and under which conditions technology acquisitions affect acquirer market-based performance. The value of the technology portfolios of the acquiring and the target organization, representing technological skills and capabilities as well as experience with technologies, may matter with respect to the likelihood of an acquisition and, finally, its success. The degree of similarity of the portfolios may matter, as well. Acquiring knowledge from distant knowledge domains can lead to breakthrough innovations. However, leaving well-known innovation paths is also associated with a high risk of market failure. Hence, technological value does not necessarily lead to financial gains.

This project aims at reconciling these perspectives by studying the characteristics of the acquiring and the target organizations and by investigating the determinants of technologically and financially successful knowledge recombination following high-tech M&As.

Individual selection ability in crowdinvesting

In his current research on crowdinvesting, Nico Zeiner, Doctoral Candidate at the Chair of Organization and Innovation, focuses on investors' individual selection abilities.

The ability to pick winners is considered a key success factor for early-stage investors. However, while most studies investigating the selection of investors focus on the signaling effects of start-up characteristics, literature on the selection ability of investors is scarce. This is because of the difficulty to empirically disentangle the ability to pick winners from the ability to build winners. In this study, we isolate the selection ability by focusing on crowd investors' investment behavior. Crowd-investors are not entitled to any participation rights to issue management instructions. In other words, crowdinvestors try to select the "right" startup but they cannot influence its development.

Individual crowdinvestors considerably differ in terms of the timing of their investment (i.e. early vs. late) and the amount of money they invest. We exploit this variance to study whether an investor's investment behavior correlates with his or her selection ability. We use data on 8,108 investors and 41,513 investments extracted from the largest German crowdinvesting platform. Based on survival time techniques we find that individuals contributing early to a campaign and investing large amounts of money have a higher likelihood of experiencing an exit.

Traits matter: Personality and crowdfunding performance

Maren Rottler, Doctoral Candidate at the Chair of Business Administration, Public & Nonprofit Management, examines in her current research project success factors of reward-based crowdfunding.

Crowdfunding has emerged as promising online fundraising tool for entrepreneurs, for-profit and nonprofit organizations. One major challenge in online transactions is to overcome prevailing information asymmetries which may foster collective action problems. In this study we focus on the role of personality in crowdfunding campaigns and how the Big Five personality traits relate to the success and performance of crowdfunding. Based on signaling theory and socio-analytic theory, we hypothesize that certain personality traits have an effect on the success, the funds raised and the number of project supporters. Based on a sample of 624 reward-based crowdfunding campaigns from Startnext we apply a novel videometric approach and use pitch videos and observer raters to measure personality. We identify conscientiousness extraversion and openness as personality traits that have a positive effect on crowdfunding performance.

Searching for the 200 Million Dollar Formula

Management Area researchers are investigating the largest crowdfunding project of all times – the online space simulation “Star Citizen”, currently under development. Although the product’s release is probably not in the very near future, enthusiastic fans donated more than 200 million dollars – real money – to become one of the more than two million virtual inhabitants and pilots that the game already encompasses.

The development of the most expensive space opera of all time is completely paid for by its funding community. To date, “Star Citizen” inventor Chris Roberts has been able to collect more than 213 million US dollars via crowdfunding, a record sum. Famous actors such as Mark Hamill (known from Star Wars as Luke Skywalker) have been engaged for the game. But how did Roberts manage to spark

worldwide euphoria for a virtual product that had yet to come into existence? And more than that: How could the developer turn fan interest into an enduring multi-million-dollar financing?

Three alumni of the University of Mannheim explore these questions: Assistant Prof. Jan-Philipp Ahrens (University of Mannheim), Assistant Prof. Andrew Isaak (University of SolBridge, South Korea), and Assistant Prof. Dennis Steininger (University of Augsburg). They share some insights from their research here.

What motivated you to research Star Citizen?

Isaak: In the classic gaming industry, the product is first developed and then offered to the consumer. At Star Citizen, this works the other way around - a dream is offered which is shaped to a high degree

through interaction with future consumers. Then the product is developed iteratively with a high degree of transparency. The management technique is therefore completely different.

Ahrens: I am interested in the management technique that seems to particularly center on absorbing, maintaining, and then meticulously implementing wishes and dreams. This can be seen from the fact that the project has already raised USD 200 million, although it is not yet in the shelves. Ultimately, this future and customer dream orientation is conducive to innovation: The desire for perfect immersion ultimately also leads to the integration of state-of-the-art technologies such as virtual reality or face recognition. This requires very modern computer systems and in turn promotes their further development and demand.



Chris Roberts, addressing the community and backers at a CitizenCon community event. Copyright: Cloud Imperium Games.

What are key questions from a managerial perspective and how do you explore them scientifically?

Isaak: In the end it's about the question: How do you manage to get and – more important – keep people involved into and enthusiastic about a future product? For us, the scientifically exciting phenomenon of crowdfunding is in the foreground. We look at the historical data and try to explain the growth to date. Analytically, our mixed-methods investigation is based on both in-depth qualitative interviews conducted with the management or backers, both on- and off-site, as well as at launch events and on quantitative

panel data, supplemented by online press reports and internal company-provided data.

Ahrens: “Star Citizen” may be seen as lesson in community building, a best practice from which we can learn. Interestingly, its main funding and growth occurred after its funding campaign. The managerial task is therefore not only design and implement a one shot campaign, but to have a sound plan what is next. In fact, this must be the center of gravity: How can you keep those that share your dream involved tomorrow? This involves continuously offering new, desired and meaningful information

about the dream, its creation, and extensions of it – in a way that meets and exceeds expectations, or if not, builds trust and vital social capital through transparency and reason. Also, one key is to realize that a thriving community itself excels any sales or marketing department, especially in a digital world, e.g. googling “Star Citizen” yields 62 million video hits, most of them created by the community. From our time-series regressions we know that specific community interactions and community events seem to be a driver of success, and it is this field in which “Star Citizen” and its management went new ways.

THE WORLD OF CEOS

Drilled to obey? Ex-military CEOs and financial misconduct

Dr. Irmela Koch-Bayram, assistant professor at the chair of Human Resource Management and Leadership at the University of Mannheim, has recently published a research article “Drilled to obey? Ex-military CEOs and financial misconduct” in *Strategic Management Journal* together with her co-author Dr. Georg Wernicke, assistant professor at the Strategy and Business Policy department at HEC Paris.

In this article, the authors examine the influence of CEOs' military background on financial misconduct using two distinctive datasets. First, they make use of accounting and auditing enforcement releases (AAER) issued by the U.S. Securities and Exchange Commission (SEC), which contain intentional and substantial cases

of financial fraud. Second, they use a dataset of “lucky grants,” which provide a measure of the likelihood of grant dates of CEOs' stock options having been manipulated. Results for both datasets indicate that CEOs who served in the military are less inclined to be involved in fraudulent financial reporting and to backdate stock options. In addition, they find that these relationships are moderated by board oversight (CEO duality and independent directors in the board). The findings have implications for regulators, auditors, practitioners, and researchers who are interested in determinants of and mechanisms to prevent fraud and stock option backdating.

Koch-Bayram, I. F., & Wernicke, G. (2018). Drilled to obey? Ex-military CEOs and financial misconduct. *Strategic Management Journal*, 39(11), 2943–2964.



Assistant Prof. Irmela Koch-Bayram.

The enigma of family CEO successor performance

In this interview Assistant Prof. Ahrens provides insights into his recent publication "The Enigma of Family Successor Performance" (Ahrens, Calabrò, Huybrechts, Woywode) on CEO succession appearing in *Entrepreneurship Theory & Practice*.

What was the key motivation for your article?

Ahrens: Well, the vast majority of firms on our planet are actually family businesses and they all have to solve the succession question at one time. Often they are the institutionalized 'Gestalt' of the family's or founder's work, identity, and vision – and there are countless examples for this. Typically, family firms are managed for the long run so that a precious social constellation wrought by social capital, a vivid culture and a mutual commitment emerges as time passes. In essence, this includes an aspiration of an intergenerational continuity in family leadership and values, as well as in obligations and in the reciprocity that this entails. The key point is that this peculiar long run horizon that is very difficult to imitate for non-family firms – as they cannot offer the same continuity in relationships and are more short term oriented – has been found to be a source of competitive advantage that drives performance. At the same time, and quite paradoxically, extant management research has fre-

quently and very convincingly documented that choosing a family successor is very detrimental to firm performance. Thus – especially because several of us come from families that run family businesses – we felt that this was not the entire story and that there might be more to discover that could help to explain this enigmatic contradiction.

What are your key findings, why is it innovative? What is in it for practitioners, society and scholars?

Ahrens: Our manuscript offers a refreshing and reconciliatory view by re-conceptualizing CEO succession in family businesses and, in especially, by making the social individual, i.e. the family successor in his/her social constellation and the reciprocal human interactions that constitute this group, the focal unit of investigation. Building on social exchange theory and its core ideas of generalized exchange, the norm of reciprocity, as well as extended credit, we create a novel theorem that is capable to explain how social capital, values, and identity can be perpetuated across generational boundaries, and that is – we argue – of singular advantage to family successors. And indeed, when we separate important attributes on the CEO level (i.e. human capital, tenure, etc.), we observe that a "family member attribute" of the successor – understood as a CEO attribute – is beneficial

to performance or in other words: All other attributes equal, the family successor is the superior successor. Obviously, that in itself has a battery of implications for family business theory. It goes without saying that is only the cocktail-party-version here, the full story is inside the article, which I highly recommend, especially to practitioners. The key insight is that there is often wisdom in the continuity of family leadership, as garnered social capital, identity, and values are sustained.

Ahrens, J.-P., Calabrò, A. Huybrechts, J., Woywode, M. (2018). The Enigma of Family Successor Performance - A Methodological Reflection and Reconciliation Attempt, *Entrepreneurship Theory and Practice* (forthcoming).



Assistant Prof. Jan-Philipp Ahrens.

CORPORATE SOCIAL RESPONSIBILITY

Are two reasons better than one? The role of appeal type in consumer responses to sustainable products

When promoting sustainable products such as re-usable drink containers, energy-saving appliances, or fair trade coffee, companies often emphasize how consumers can both do good and gain material or image benefits through their sustainable purchases (i.e., "Purchase this green product to save the environment and save money!").

In this paper, the team of researchers examined consumer reactions to such joint appeals. The results of three studies show that using a joint appeal reduces consumers' willingness to purchase sustainable products. This is because consumers perceive a company which uses a joint appeal as less genuinely interested in benefiting the environment or humankind, and are therefore less willing to patronize the company.

However, not all consumers react to joint appeals the same way. In fact, consumers who are less involved with sustainable consumption in general react more positively to the use of joint appeals. Therefore, while the results in general imply that companies should not use joint appeals when promoting sustainable products, companies should also carefully analyze their target group when deciding which appeals to use.

For further information, please see the full paper: Edinger-Schons, L. M., Sipilä, J., Sen, S., Mende, G., & Wieseke, J. (2018). Are two reasons better than one? The role of appeal type in consumer responses to sustainable products. *Journal of Consumer Psychology*, 28(4), pp. 644–664.



Prof. Laura Marie Edinger-Schons.



Assistant Prof. Jenni Sipilä.

Scrooge posing as Mother Teresa: How hypocritical social responsibility strategies hurt employees and firms

Extant research provides compelling conceptual and empirical arguments that company-external (e.g., philanthropic) as well as company-internal (i.e., employee-directed) CSR efforts positively affect employees, but does so largely in studies assessing effects from the two CSR types independently of each other. In contrast, this paper investigates external–internal CSR jointly, examining the effects of (in)consistent external–internal CSR strategies on employee attitudes, intentions, and behaviors. The research takes a social and moral identification theory view and

advances the core hypothesis that inconsistent CSR strategies, defined as favoring external over internal stakeholders, trigger employees' perceptions of corporate hypocrisy which, in turn, lead to emotional exhaustion and turnover. In Study 1, a cross-industry employee survey (n = 3,410) indicates that inconsistent CSR strategies with larger external than internal efforts increase employees' turnover intentions via perceived corporate hypocrisy and emotional exhaustion. In Study 2, a multi-source secondary dataset (n = 1,902) demonstrates that incon-

sistent CSR strategies increase firms' actual employee turnover. Combined, the two studies demonstrate the importance of taking into account the interests of both external and internal stakeholders of the firm when researching and managing CSR.

Scheidler, S., Edinger-Schons, L. M., Spanjol, J., & Wieseke, J. (2018). Scrooge posing as Mother Teresa: How hypocritical social responsibility strategies hurt employees and firms. *Journal of Business Ethics*, pp. 1–20.

THIRD-PARTY FUNDS PROJECTS

Joint research with BASF “Impact Measurement of Corporate Citizenship”

Together with BASF which funded the project, the Chair of Corporate Social Responsibility started a joint research project on the topic of impact measurement of corporate citizenship in the beginning of 2018. BASF and the Chair of Corporate Social Responsibility kicked off their collaboration in fall 2017 with an intensive one-day workshop in order to develop impact measurement goals for the “Gemeinsam Neues Schaffen” program, a project contest in which a total funding of 200,000 € was allocated. The Chair of CSR was interested in observing the impact that the sponsored projects achieved on the level of their target groups as well as the determinants of successful impact measurement in social organizations. For several months, the Chair worked closely together with 15 social projects.

Release of new study on Corporate Volunteering

Together with the organization Beyond Philanthropy from Berlin which funded the project, the Chair of Corporate Social Responsibility issued a report on corporate volunteering. Corporate volunteering is a trending topic in corporate citizenship management. Indeed, more than 90% of the Fortune 500 companies now offer corporate volunteering of some kind. For companies that want to support the voluntary work of their employees, corporate volunteering is a balancing act that has to be mastered through partnerships at eye level, trusting cooperation and transparent communication. The report sheds light on the Corporate Volun-

teering activities of the German DAX30 companies. These companies respond to the challenges of Corporate Volunteering in very different ways. Although this diversity should not be considered problematic per se, it is nevertheless important to define common landmarks for the implementation of Corporate Volunteering. The team derived insights from interviews with the DAX30 companies, non-profit organizations, and a cross-sectional survey of more than 1,200 employees. For further information and to download the report please follow the link.

www.bwl.uni-mannheim.de/news/dax30

DFG grant for Professor Hoisl & research cooperation

Prof. Hoisl received a DFG Grant for research on “Productivity Effects of Inventor Mobility in Agglomerations and Teams”. This is a joint project with Dr. Joerg Heining, IAB, Germany and Dr. Fabian Gaessler, Max Planck Institute for Innovation and Competition Germany (Ref.: HO 4468/2-1), with a duration from 2017 until 2019.

i-share funding extended

Since 2015 the German Federal Ministry for Education and Research (BMBF) has funded the i-share project. The aim of the project is to capture the economic, ecological and social impact of the sharing economy in Germany. i-share is a joint research network project with partners from the University of Mannheim - Chair of Small & Medium Sized Enterprises & Entrepreneurship, Chair of Business Administration, Public & Nonprofit Management, Chair of Organization and Corporate Development, University of Göttingen, Hertie School of Governance, Berlin,

Chair of Information Systems and Management, University of Augsburg, and the Plattform GmbH, Mannheim.

In November 2018 the BMBF granted additional money for another project phase with focus on the working environment. One main research question is to find out which instruments and actions are taken by sharing economy organizations to create and maintain sustainable working conditions. Results will be provided to the public, policy makers and practitioners alike and through new formats a dialogue with these stakeholders will be fostered.

www.i-share-economy.org



Atalanta Algorithmus

The Area researchers Baris Istipliler, Mark Kowalzik, Dr. Detlef Keese, Dr. Jan-Klaus Tänzler, and Assistant Prof. Jan-Philipp Ahrens are developing an advanced algorithm called “Atalanta” that identifies and maps family firms in European economies. This fundamental research, which has already passed two pilot tests, increases identification performance by 20%. The algorithm is programmed for supercomputer usage. This multi-year project is fund-supported by various partners, such as the EQUA foundation and KPMG AG.

COMPLETED DISSERTATIONS

**Dr. Florian
Blechschnitt**



Three essays on corporate restructuring: How to effectively reverse declining firm performance

Against the backdrop of increasingly volatile business environments, the question of how to effectively reverse declining firm performance has gained particular importance. This dissertation hence investigates unexplored contingencies to explain the effectiveness of corporate turnaround actions. The first study applies the psychological concept of resilience on an organizational level, and shows that asset retrenchment, financial slack and CEO tenure determine the strength of corporate performance recovery. Drawing on network theory, the second study demonstrates how intra-organizational formal and informal networks as well as the extent of employee turnaround influence the effectiveness of workforce downsizing as a prominent managerial turnaround practice. Utilizing a temporal perspective, the third study shows that turnaround duration is an important process characteristic that directly influences turnaround performance and mediates the influence of recovery actions on turnaround performance.

Dr. Florian Blechschnitt received his Ph.D. at the Chair for Strategic and International Management and currently works as Executive Assistant to CEO, at Schaeffler AG (Herzogenaurach).

**Dr. Jieping
Chen**



Innovation behavior of small and mid-sized companies in China

In December 2018, Dipl.-Kffr. Jieping Chen, MBA successfully defended her dissertation on "Innovation in China: Promises and Challenges in a Transition Economy". Mrs. Chen explores in her dissertation the role of the state and the regions in China jointly with industry level and firm aspects to find out more about the current status quo and the drivers of innovation in China. Revolving around the innovation issues, each chapter of her dissertation discusses the corresponding research topics from different theoretical angles including a national innovation (NIS) and regional innovation system (RIS) perspective, an economic geographical perspective, a resource based perspective and also a supply chain management/learning perspective. This dissertation comprises both large-scale quantitative as well as qualitative and literature based research approaches.

Mrs. Chen received her Ph.D. at the Chair for Entrepreneurship and SME and currently works as post-doctoral researcher at Tongji University in Shanghai, China.

**Dr. Benedikt
Englert**



Human resource management in nonprofit organizations

In September 2018, Benedikt Englert successfully defended his dissertation on "Human Resource Management in Nonprofit Organizations – on the Role of Person-Environment Fit" at the Chair of Business Administration, Public and Nonprofit Management. Employees in nonprofit organizations simultaneously constitute a primary indispensable resource and a main cost element. Thus, a successful and professional human resource management becomes a deciding competitive factor in nonprofit organizations. In his research, Benedikt Englert focuses on the central role compatibility, congruence or fit between an employee and his work environment plays for job performance and, consecutively, organizational performance. He thereby takes into account the individual and organizational specifics of nonprofit organizations, like the special motivational structure of employees and the alignment of organizational behavior towards a social mission.

Benedikt Englert continues his academic career and currently works as post-doctoral researcher at the Chair of Business Administration, Public and Nonprofit Management.

**Assistant Prof. Dr.
Andrew Isaak**



The role of trust in online peer-to-peer markets

In December 2018, Andrew Isaak successfully defended his dissertation “Essays on Trust and Online Peer-to-Peer Markets” at the Chair of SME Research and Entrepreneurship. While entrepreneurs in new digital markets seek to establish legitimacy of their ventures and gain the trust of crowd investors, governments must decide on a regulatory stance. Andrew Isaak’s research spans the fields of technology entrepreneurship, innovation clusters, behavioral economics and managerial and organizational cognition, particularly in international context. He has published a book with Wiley, book chapters with Edward Elgar and has presented papers at Harvard Kennedy School, Stanford School of Business, the Academy of Management, the Economics Science Association and others.

Since August of 2018 he works as an Assistant Professor of Management at the SolBridge International School of Business in Daejeon, South Korea where he is currently teaching Crowdfunding and Entrepreneurship, People and Organization and Management Information Systems.

**Dr. Franziska
Wallmeier**



Citizen participation as management challenge for local governments: Integrating multiple perspectives on a current phenomenon.

In May 2018, Franziska Wallmeier successfully defended her dissertation on “Citizen Participation as Management Challenge for Local Governments” at the Chair of Business Administration, Public and Nonprofit Management. Citizen participation is both a key characteristic of local governments and a challenge itself. Issues of leadership and organization are especially demanding for local governments. Franziska Wallmeier’s research covers the research fields of public value theory, leadership roles in participation processes and the integration of citizen participation as a task in local governments’ organizational structure. She successfully published parts of her cumulative dissertation in the journals *Public Administration Review* and the *International Journal of Public Sector Management*.

Franziska Wallmeier currently works as Executive Assistant for the Hessen State Ministry for Higher Education, Research and the Arts.

**Dr. Martin
Zimmermann**



Determinants and consequences of workforce downsizing

Workforce downsizing has become a frequently used management practice by firms around the globe. This dissertation contributes to an enhanced understanding of why managers engage in workforce downsizing and of its consequences for firms’ capital market performance. Drawing on managerial cognition and decision-making theory, the first study investigates managers’ motivation to engage in downsizing despite its negative reputational effects and uncertain performance outcomes. It finds evidence that managers’ downsizing behavior is driven by their prior downsizing experience and that stock option compensation motivates managers to downsize, particularly if stock market feedback to prior downsizing was positive. The second study explores how investors process information related to downsizing announcements. It shows that the relationship between downsizing magnitude and investor response is more negative in times of downsizing waves, negative changes in macroeconomic outlook and declining financial firm performance. The third study yields evidence that countries’ economic and socio-cultural institutions moderate the relationship between downsizing magnitude and investor response.

Dr. Martin Zimmermann received his PhD at the Chair for Strategic and International Management and currently works as Management Consultant at BASF SE (Ludwigshafen am Rhein).

AREA MANAGEMENT SEMINAR

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

Listing in order of seminar schedule SPRING and FALL SEMESTER 2018.

Tobias Kretschmer LMU Munich and CEPR	Knowledge work in the sharing economy: What drives project success in online labor markets?
Sascha Raithel FU Berlin	Too much, too little, too bad: The effect of conformity of product recall strategies on firm reputation and firm value.
Rick Vogel University of Hamburg	Know thyself. Public leadership, leader self-awareness, and public service motivation.
Johannes Habel ESMT Berlin	Variable Compensation and Salespeople's Health.
Ann Christine Schulz FU Berlin/ FH Wien	Stock market reactions to downsizing announcements: An analysis through an institutional lens.
Andreas Georg Scherer University of Zürich	Legitimacy Judgements about Corporate Tax Avoidance: A Deliberation Experiment.
Yehuda Baruch University of Southampton	Career Ecosystem.
Cornelia Lawson University of Bath	The reverse engagement gap, Gender differences in science in the U.K.
Henning Hillmann University of Mannheim	Careers and Cohesion in Economic Networks: Evidence from Eighteenth-Century Saint-Malo.
Benedikt Englert University of Mannheim	Fit narratives in volunteering: How volunteers perceive person-environment fit.
Olav Sorenson Yale School of Management	The long-term income consequences of joining young firms.



Prof. Andreas Georg Scherer (l.) and Prof. (em.) Alfred Kieser.

PRACTITIONERS' LECTURES

AfB gemeinnützige GmbH, Alexander Kraemer, Head of Social Business Development & Corporate Responsibility: Introduction to Impact Evaluation – A Practical Approach, in MAN 660 CSR Videos (SPRING SEMESTER 2018).

Amnesty International, Annette Hillerich, Spokeswoman: Corporate Social Irresponsibility, in CC 504 Corporate Social Responsibility (FALL SEMESTER 2018).

Andersch AG, Dr. Henning Syllwasschy, Senior Manager & Friedrich Kunst, Consultant: When Failure is not an Option – Restructuring Concepts in Practice, in MAN 654 Corporate Restructuring (SPRING SEMESTER 2018).

Andersch AG, Pierre Stengel, Senior Manager Business Intelligence & Alexander Dodel, Consultant: Digitization: Implications on Business Models, in MAN 301 Strategic and International Management (FALL SEMESTER 2018).

Arthur D. Little, Wilhelm Lerner, Senior Partner, & Dr. J. Felix Rippel, Consultant: Ambidextrous Organization, in MAN 692 Organization Theory (Organisationstheorie) (FALL SEMESTER 2018).

A.T. Kearney, Dr. Christian Weitert, Manager, Dr. Vladislav Kulikov, Associate: Due Diligence, in MAN 692 Organization Theory (Organisationstheorie) (FALL SEMESTER 2018).

A.T. Kearney, Dr. Peter Pfeiffer, Partner and Managing Director: Change in Organizations, in MAN 691 Selected Topics in Organizational Behavior (SPRING SEMESTER 2018).

Bain & Company, Dr. Jan-Alexander Huber, Partner: The Founder's Mentality, in Management für Nebenfachstudierende (SPRING SEMESTER 2018).

In April 2018 Dr. Jan-Alexander Huber, a former PhD student of Prof. Bernd Helmig and now partner at Bain & Company, gave a guest lecture on the 'Founder's Mentality' within the bachelor course 'Management'. Referring to Chris Zook and James Allen's eponymous bestselling book, he elaborated on how organizations can successfully overcome crises of growth. First, the great founders are increasingly role models for good leadership. Second, their practices can be learned and emulated. Third, nurturing the founder's ability to scale businesses drives economies. And lastly, companies should measure and manage the 'Founder's Mentality' as a strategic asset.



Bain & Company, Dr. Wilhelm Schmundt, Partner: Founder's mentality, in MAN 657 Global Strategic Management (FALL SEMESTER 2018).

BASF & Lecturer at the University of Heidelberg, Dr. Karl Hahn, Former Head of R&D: Innovation in Established Organizations, in MAN 690 Innovation Management (SPRING SEMESTER 2018).

BASF, Dr. Hans Oberschulte, Senior Vice President Human Resources Germany: Development and Implementation of an HR Strategy at BASF, in MAN 401 Organization & Human Resource Management (SPRING SEMESTER 2018).

Beiersdorf AG, Jan Mammen, Manager Financial Analytics & Data Scientist: Digital Strategy, in MAN 301 Strategic and International Management (FALL SEMESTER 2018).

Bilfinger, Dr. Melanie Pooch, Senior Manager Projects & PMI: Corporate Social Responsibility at Commerzbank, in Management für Nebenfachstudierende (SPRING SEMESTER 2018).

CARE Netherlands, Solange Hai, Ph.D., Program Officer, Women's Empowerment and Enterprise Development, in MAN 711 Research Seminar Doing Qualitative Research in Public & Nonprofit Management (SPRING SEMESTER 2018).

Commerzbank, Rüdiger Senft, Head of Corporate Social Responsibility: Corporate Social Responsibility at Commerzbank, in CC 504 Corporate Social Responsibility (FALL SEMESTER 2018).

DB Mobility Logistics AG, Dr. Ursula Schütze-Kreilkamp, Head of Group HR Development and Group Executives: Leadership in the digital age: People – emotions – transformation, in MAN 647 Strategic and International Human Resource Management (SPRING SEMESTER 2018).

Decathlon, Marina Stassinopoulos, Sustainability Project Leader & Kay Tepper, Human Resources Leader: Corporate Social Responsibility at Decathlon, in CC 504 Corporate Social Responsibility (SPRING SEMESTER 2018).

Deloitte, Thomas Mazur, Partner Financial Advisory Transaction & Restructuring Services & Adrian McKenna, Senior Financial Advisory: The Shipping Crisis – Causes, Consequences and Restructuring Solutions, in MAN 654 Corporate Restructuring (SPRING SEMESTER 2018).

Deutsche Bahn AG, Stefan Heeke, Head of HR Data Science, Insights and Innovation (HCD): How Data can make HR more Effective and Human, in MAN 646 HR Analytics (FALL SEMESTER 2018).

Ebner Stolz Management Consultants, Dr. Jens Petersen, Partner & Dr. Marius Ziegen, Manager: Managing Turnarounds, in MAN 654 Corporate Restructuring (SPRING SEMESTER 2018).

Ebner Stolz Management Consultants, Dr. Marius Ziegen, Manager & Niklas Paul, Manager: Distressed M&A., MAN 656 Mergers & Acquisitions (FALL SEMESTER 2018).

European Space Agency (ESA), Dr. Frank Danesy, Head of Business Unit Control, lecturer in MAN 649 Recruitment and Selection (FALL SEMESTER 2018).

FICO Germany GmbH, Dr. Sebastian Hetzler, Managing Director / Vice President: Systems theory / Cybernetics, in MAN 692 Organization Theory (FALL SEMESTER 2018).

Fresenius Medical Care, Rouven Boch, Director: M&A Practice, in MAN 656 Mergers & Acquisitions (FALL SEMESTER 2018).

Freudenberg SE, Dr. Klaus Peter Meier, CEO Freudenberg Home and Cleaning Solutions GmbH, Strategic Management, MAN 301 (FALL SEMESTER 2018).

GIZ, Dr. Katharina Hetze, Programme Designer Group Quality and Sustainability: Corporate Sustainability at GIZ, in CC 504 Corporate Social Responsibility (SPRING SEMESTER 2018).

Haufe-umantis, Katrin Thieme-Wagner, Area Manager Haufe Academy Consulting: Performance Managed Successfully, in MAN 648 Incentives & Performance (SPRING SEMESTER 2018).

Helioz, Martin Wesian, Founder: A Practical Perspective to Social Entrepreneurship, in CC 504 Corporate Social Responsibility (FALL SEMESTER 2018).

hkp/// group, Dr. Björn Hinderlich, Partner: Management Board Compensation in Germany, in MAN 648 Incentives & Performance (SPRING SEMESTER 2018).

HR Hero, Antonia Nebel, CEO & Founder: How software can help HR increase employee engagement through data driven decisions, in MAN 401 Organization and Human Resource Management (SPRING SEMESTER 2018).

Investors Marketing AG, Dr. Klaus Schüller, Principal: Internet and Digitalization – Game Changer in Retail Banking, in MAN 401 Organization and Human Resource Management (SPRING SEMESTER 2018).

Isman & Partner, Mihai Isman, Managing Owner / MD: Conflict Resolution & Negotiation, in MAN 691 Selected Topics in Organizational Behavior (SPRING SEMESTER 2018).

John Deere, Dr. Thomas Peuntner, Global HR Director Europe, Northern Africa, NME, CIS & Volker Lüders, Manager R2 HR Planning, Talent Acquisition & HR-Initiatives: Organization Effectiveness – How we live this @ John Deere, in MAN 401 Organization and Human Resource Management (SPRING SEMESTER 2018).

Kipepeo, Martin Kluck, Founder: Social Entrepreneurship: The Story of Kipepeo, in CC 504 Corporate Social Responsibility (SPRING SEMESTER 2018).

KPMG, Christian Hell, Partner - Sustainability Services: Sustainability Reporting and Climate Risk, in CC 504 Corporate Social Responsibility (SPRING SEMESTER 2018).

Listnride, Johannes Stuhler & Gert-Jan van Wijk: A Practical Perspective to the Sharing Economy, in CC 504 Corporate Social Responsibility (FALL SEMESTER 2018).

McKinsey & Company, Dr. Manuel Altmeier, Engagement Manager: Restoring Competitiveness, in MAN 301 Strategic Management (FALL SEMESTER 2018).

Dr. Manuel Altmeier, alumnus of University of Mannheim, and Mr. Jakob Rüden, supported the Management Area by giving a guest lecture in the bachelor class MAN 301 Strategic Management on “Corporate Restructuring” and by providing intriguing insights into this arcane managerial art. Over 650 students attended this McKinsey-Guestlecture on the 08.10.2018. Dr. Altmeier is also teaches in the master seminar MAN 770, where he guest-lectures on research on CEOs in turnarounds.



Merck KGaA, Jonas Koelle, Head of Trademarks: Trademarks @ Merck, in MAN 693 Strategic IP Management (FALL SEMESTER 2018).

Mister Trip, Michael Wurst, CEO & Founder: Innovation in Start-ups, in MAN 690 Innovation Management (SPRING SEMESTER 2018).

Nestlé, Ralf Büchenschuss, Global People Analytics Manager: How to become a strategic partner to the business - Nestlé's Global People Analytics journey, in MAN 646 HR Analytics (FALL SEMESTER 2018).

Nestlé, Achim Drewes, Public Affairs Manager: Creating Shared Value at Nestlé: Measuring Value for Society, in CC 504 Corporate Social Responsibility (FALL SEMESTER 2018).

Premium Cola, Uwe Lübbermann, Founder: Rewrite the Rules , in CC 504 Corporate Social Responsibility (SPRING SEMESTER and FALL SEMESTER 2018).

PricewaterhouseCoopers (PwC), Marcel Aurnhammer, Senior Manager, & Timo Sommerfeld, Senior Consultant: Strategy, Collaboration, and Communication in Digital Transformation, in MAN 401 Organization and Human Resource Management (SPRING SEMESTER 2018).

Quadriga Capital, Dr. Tobias Ursprung, formerly Capvis & Peter Besthof, Head of Organization & Process: Private Equity, in MAN 656 Mergers & Acquisitions (FALL SEMESTER 2018).

Robert Bosch GmbH, Uwe Raschke, Member of the Board of Management: How Big Companies can Survive in the Digital Age, in MAN 645 Leadership & Motivation (FALL SEMESTER 2018).

On October 18, Uwe Raschke, member of the board of management at Robert Bosch GmbH, gave an inspiring talk for the students of the course "Leadership & Motivation," discussing how large companies can succeed in a changing environment characterized by digitalization and demographic change. He described new models for culture, leadership, and collaboration that were successfully implemented at Bosch Power Tools, thereby offering our students important insights on strategic change and future leadership.



Roland Berger, Georg Harenberg, MBA, in MAN 770 master seminar on CEOs, restructuring and turnarounds.

Georg Harenberg (photo on the right), MBA, alumnus of University of Mannheim and Columbia University New York (Beta Gamma Sigma Honor Society), and Assistant Prof. Jan-Philipp Ahrens organized for the 3rd time the "Restructuring Simulation" seminar. In this seminar students solve realistic and typical turnaround case issues with real world data and – using role play exercises – put themselves into the position of various parties involved (executives, banks, enterprise, consultants, etc.) to experience first-hand what operative turnaround management is about. Moreover, students had the opportunity to get together with consultants from Roland Berger to discuss career and internship opportunities. This very popular and very highly rated seminar will be repeated in the spring semester 2019 as part of MAN 770.



SAP SE, Nicolai Dyroff, SVP Human Resources, Merger & Acquisitions, lecturer in Instrumente des Personalmanagements (SPRING SEMESTER 2018).

SAP SE, Christian Liebig, Head of HR Strategy & Planning: HR Strategy at SAP, in MAN 352 Human Resource Management (FALL SEMESTER 2018).



SAP SE, Alexandra van der Ploeg, Head of Global CSR: CSR at SAP - A Journey, in CC504 Lecture on Corporate Social Responsibility (SPRING SEMESTER 2018).

On April 17, Alexandra van der Ploeg gave a guest lecture at a course on Corporate Social Responsibility. Ms. von der Ploeg is the Head of Corporate Social Responsibility at SAP and shared her insights into SAP's global player's sustainability initiatives.

SAP SE, Kasi Ravindran, COO: Corporate Innovation, in MAN 655 Corporate Strategy (SPRING SEMESTER 2018).

SAP SE, Claus von Riegen, Vice President & Head of Model Innovation: Innovator's Dilemma – Innovation at SAP, in MAN 690 Innovation Management (SPRING SEMESTER 2018).

SAP SE, Dr. Gabriel Wiskemann, VP, Global HR, lecturer in MAN 648 Incentives and Performance (SPRING SEMESTER 2018).

SocEntBW, Manuel Kreitmeir, Founding Member and Chairman: Social Entrepreneurship – “Better Business for a Better World”, in CC 504 Corporate Social Responsibility (SPRING SEMESTER 2018).

SurveyCircle, Jonas Johé, CEO & Founder: Groups and Teams, in MAN 401 Organization and Human Resource Management (SPRING SEMESTER 2018).

TPS Engineering, Thomas Stehle, Founder and CEO: IP Strategy, in MAN 693 Strategic IP Management (FALL SEMESTER 2018).

Unibail-Rodamco Westfield, Andreas Hohlmann, Managing Director Germany: Creating the Premier Global Developer and Operator of Flagship Shopping Destinations., in MAN 657 Global Strategic Management (FALL SEMESTER 2018).

Voith GmbH & Co. KGaA, Markus Helle, VP CoC Compensation & Benefits: Voith at Uni Mannheim -- Strategic & International HRM, in MAN 647 Strategic and International Human Resource Management (SPRING SEMESTER 2018).

Voith GmbH & Co. KGaA, Markus Helle, VP CoC Compensation & Benefits: Strategic & International HRM at Voith, in MAN 352 Human Resource Management (FALL SEMESTER 2018).

Willis Towers Watson, Martin Carbon, Director Client Management: Rediscover employee insight, in MAN 646 HR Analytics (FALL SEMESTER 2018).

PUBLISHED RESEARCH ARTICLES 2018

- Ahrens, J.-P., Calabrò, A., Huybrechts, J., Woywode, M. (2018). The enigma of family successor performance - A methodological reflection and reconciliation attempt, *Entrepreneurship Theory and Practice* (forthcoming).
- Ahrens, J. P., Uhlener, L., Woywode, M., & Zybura, J. (2018). "Shadow emperor" or "loyal paladin"? -The Janus face of previous owner involvement in family firm successions. *Journal of Family Business Strategy*, 9(1), 73–90.
- Amoroso, S. & Müller, B. (2018). The short-run effects of knowledge intensive greenfield FDI on new domestic entry. *The Journal of Technology Transfer*, 43, 815–836.
- Brauer, M. & Wiersema, M. (2018). Analyzing Analyst Research: A review of past coverage and recommendations for future research. *Journal of Management*, 44(1), 218–248.
- Brauer, M. & Zimmermann, M. (2018). Investor response to workforce downsizing: The influence of industry waves, macroeconomic outlook, and firm performance. *Journal of Management* (forthcoming).
- Degener, P., Maurer, I. & Bort, S. (2018). Alliance portfolio diversity and innovation: The interplay of portfolio coordination capability and proactive partner selection capability. *Journal of Management Studies*, 55(8), 1386–1422.
- Dlouhy, K. & Biemann, T. (2018). Path dependence in occupational careers: Understanding occupational mobility development throughout individuals' careers. *Journal of Vocational Behavior*, 104, 86–97.
- Edinger-Schons, L. M., Lengler-Graiff, L., Scheidler, S., & Wieseke, J. (2018). Frontline employees as corporate social responsibility (CSR) ambassadors: A quasi-field experiment. *Journal of Business Ethics* (forthcoming).
- Edinger-Schons, L. M., Sipilä, J., Sen, S. Mende, G., & Wieseke, J. (2018). Are two reasons better than one? The role of appeal type in consumer responses to sustainable products. *Journal of Consumer Psychology*, 28(4), 644–664.
- Englert, B. & Helmig, B. (2018). Volunteer performance in the light of organizational success: A systematic literature review. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 29, 1–28.
- Gross, H. P. & Rottler, M. (2018). Nonprofits' internal marketing and its influence on volunteers' experiences and behavior: A multiple mediation analysis. *Nonprofit and Voluntary Sector Quarterly*. Online first.
- Hemmer, G. A. J., Edinger-Schons, L. M., Wieseke, J., & Schimmelpfennig, H. (2018) Log-likelihood-based pseudo-R2 in logistic regression: Deriving sample-sensitive benchmarks. *Sociological Methods & Research*, 47(3), 507–531.
- Koch-Bayram, I. F., & Wernicke, G. (2018). Drilled to obey? Ex-military CEOs and financial misconduct. *Strategic Management Journal*, 39(11), 2943–2964.
- Lerchenmueller, C., Lerchenmueller, M. J., & Sorenson, O. (2018). Long-term analysis of sex differences in prestigious authorships in cardiovascular research supported by the NIH. *Circulation*, 137(8), 880–882.
- Lerchenmueller, M. J. & Sorenson, O. (2018). The gender gap in early career transitions in the life sciences. *Research Policy*, 47(6), 1007–1017.
- Oberg, A., Drori, G. & Delmestri, G. (2018). Where history, visuality and identity meet: Institutional paths to visual diversity among organizations. *Research in the Sociology of Organizations, SI: Multimodality, Meaning and Institutions*, 54(2), 71–99.
- Pinz, A., Friedrich, M., & Thaler, J., (2018), Does ownership influence the relationship between staff turnover and performance? An empirical investigation in non-profit and for-profit microfinance organisations. *Accounting, Finance and Governance Review* (forthcoming).
- Pinz, A., Roudyani, N., & Thaler, J. (2018). Public-private partnerships as instruments to achieve sustainability-related objectives: the state of the art and a research agenda. *Public Management Review*, 20(1), 1–22.
- Scheidler, S., Edinger-Schons, L. M., Spanjol, J., & Wieseke, J. (2018). Scrooge posing as Mother Teresa: How hypocritical social responsibility strategies hurt employees and firms. *Journal of Business Ethics* (forthcoming).

- Strohmeier, R., Tonoyan, V. & Jennings, J. E. (2018). Jacks- (and Jills)-of-all-trades: On whether, how and why gender influences firm innovativeness. *Journal of Business Venturing*, 32 (5), 498–518.
- Tonoyan, V., Strohmeier, R. & Jennings, J. E. (2018). Gender gaps in perceived start-up ease: Second-order effects of labor market segregation across 22 countries in Europe. *Administrative Science Quarterly* (forthcoming).
- Tänzler, J. K., Keese, D., & Hauer, A. (2018). Gesellschafterbindung in Familienunternehmen. *Zeitschrift für Familienunternehmen und Strategie: FuS*, 8, 160–164.
- Wallmeier, F., Helmig, B., & Feeny, M. K. (2018). Knowledge construction in public administration: A discourse analysis of public value. *Public Administration Review: PAR* (forthcoming).
- Waßmuth, N. & Edinger-Schons, L. M. (2018). Are people really strange when you're a stranger? A longitudinal study of the effect of intergroup contact on host-country identification. *International Journal of Intercultural Relations* (forthcoming).

RESEARCH PRESENTATIONS 2018

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

- Academy of Management Annual Meeting, Chicago, USA.
- Academy of Management Discoveries Workshop (AMD), Munich, Germany.
- Academy of Management Specialized Conference: From Start-up to Scale-up, Tel-Aviv, Israel.
- Business and Society Research Seminar 2018, Mannheim, Germany
- Centre for Research in Economics and Management (CREA), Université du Luxembourg, Research Seminar Series, Luxembourg.
- DRUID Academy Conference, Odense, Denmark.
- DRUID Conference, Copenhagen, Denmark.
- ETH Zurich, Research Seminar Series, Zurich, Switzerland.
- European Academy of Management Conference (EURAM), Reykjavik, Iceland.
- European Institute for Advanced Studies in Management (EIASM), Workshop on Managing Arts and Cultural Organizations, Oxford, U.K.
- G-Forum Jahreskonferenz, Stuttgart, Germany.
- INSEAD, Workshop.
- Interdisciplinary Annual Conference on Entrepreneurship, Innovation, and Mittelstand, Stuttgart, Germany.
- International Conference of the International Society for Third Sector Research, Amsterdam, Netherlands.
- Interdisciplinary European Conference on Entrepreneurship Research (IECER), Innsbruck, Austria.
- International Human Resource Management Conference, Madrid, Spain.
- International Research Meeting in Business and Management (IRMBAM), Nice, France.
- International Research Society on Public Management, Workshop of Special Interest Group PSM, Utrecht, Netherlands.
- Munich Summer Institute, Munich, Germany.
- Organization, Economics, and Policy of Scientific Research, Bath, U.K.
- Politecnico di Milano, Research Seminar Series, Milan Italy.
- Strategic Management Society Conference (SMS), Paris, France.
- The National Bureau of Economic Research, Summer Institute, Boston, USA.
- UBC Sauder School of Business, Vancouver, Canada.
- Università degli Studi di Milano-Bicocca, Research Seminar, Milan, Italy.
- WK Personal, Fall Workshop, Munich, Germany.

AWARDS

Jan-Philipp Ahrens and **Michael Woywode** were nominated for the Best Family Firm Article for their submission “The Role of Change in the Succession of Family Firms” to the 22th Interdisciplinary Annual Conference on Entrepreneurship, Innovation, and Mittelstand, Stuttgart, Germany.

Torsten Biemann, **Irmela Koch-Bayram** (University of Mannheim) and **Wolfgang Mayrhofer** (WU Vienna) received the Best Paper Award - the Professor Dave Lepak Memorial Prize - for “Beyond single practices. Convergence, stasis, and divergence in personnel selection” at the 15th International Human Resource Management Conference in Madrid, June 2018.

Katja Dlouhy received two awards for her doctoral dissertation “New Perspectives on Career Development and the Emergence of Career Patterns”. The Volksbank Weinheim Stiftung and the Centre for European Economic Research (ZEW) awarded her with the “Future World of Work” research prize (2.000 € prize money). She also received the prize of the Karin-Islinger-Stiftung for excellent dissertations (1.000 € prize money).

Laura Marie Edinger-Schons was awarded the “Roman Herzog Research Award Soziale Marktwirtschaft 2018” and the “Max Weber Award for Business Ethics 2018” for her habilitation thesis.

Marc Kowalzick, **Jan-Philipp Ahrens** (both University of Mannheim) and **Jochim Lauterbach** (Technical University of Munich) received a 2018 Best Paper Award of the Strategic Management division of the European Academy of Management (EURAM) for their article “The Performance Effect of CEO Overconfidence in Turnaround Situations”.

Marc Lerchenmueller was nominated for the DRUID Best Paper Award at the DRUID Conference 2018, DRUID Society.

Max Mühlenbock and **Katja Dlouhy** presented the paper “A Fifteen-Year Cross-Lagged Study of Occupational Risk Propensity and Employer Changes”, which was nominated for the Michael Driver Best Applied Paper Award at the 2018 Academy of Management Meeting, Chicago, USA.

Alexander Pinz has been awarded the prize of the Karin-Islinger-Stiftung for excellent dissertations for his doctoral dissertation “Management in nonprofit microfinance organizations: An analysis of value creation processes of nonprofit microfinance organizations in the context of institutional plurality”.

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

Mona Reber was nominated for the DRUID Steven Klepper Award for Best Young Scholar Paper at the DRUID Conference 2018, DRUID Society.

NEW AREA MEMBERS



Baris Istipliler

- PhD Student at the Chair of SME Research and Entrepreneurship, since 2018, University of Mannheim
- Master's degree: Master of Science (M.Sc.) in Management, 2017, University of Mannheim
- Bachelor's degree: Bachelor of Science (B.Sc.) in Business Studies, 2008, at Ege University, Turkey



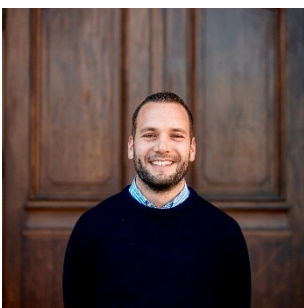
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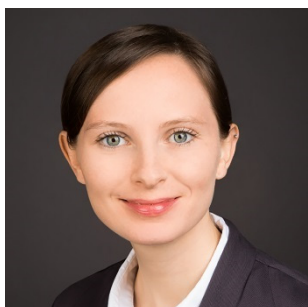
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GUEST LECTURERS

Guest Professor Femida Handy on Ethics in the Nonprofit Sector

In April 2018, Prof. Femida Handy, professor at the University of Pennsylvania, USA was guest at University of Mannheim. Alongside various research conversations, Femida Handy gave a guest seminar for Master students on the topic “Managing Ethical Decision-Making in the Nonprofit Sector” (MAN 637). The course introduced factors that influence moral conduct and ethical decision-making when pursuing social goals. Using ethical frameworks in the context of specific real and hypothetical case studies, students learned to analyze and resolve ethical issues that arise in the field of governance, accountability, transparency, fundraising, use of paid and unpaid labor, vulnerability of client groups and service provision in the context of a multiple stakeholders.



Prof. Dr. Femida Handy is professor at the School of Social Policy & Practice at the University of Pennsylvania, USA. Prof. Handy has published in a variety of scientific journals on nonprofit-related topics and was awarded several prizes. Her main research interests alongside ethics and decision making in the nonprofit sector is volunteering and philanthropy in an international context.

Professor Olav Sorenson @ the Chair of Organization and Innovation

The Chair of Organization and Innovation was pleased to welcome Prof. Olav Sorenson for a short visit in December 2018. In the Area Seminar series, Olav Sorenson presented his current work on the long-term income consequences of joining young firms. According to the results, individuals who join small, young firms earn substantially less over a ten-year period than those joining large, established firms. Prof. Olav Sorenson is Professor of Management at Yale School of Management at Yale University. His research interests include economic geography, entrepreneurship, and the economics and sociology of science. He has published more than 75 papers in top economics, management, and sociology journals and serves as Editor at Management Science.



OUTLOOK 2019



FZ

Hackathon Series “Digital Changemakers Summit”

The Chair of Corporate Social Responsibility will organize a “hackathon” series in which students develop mock-ups of digital solutions for social and environmental problems. A hackathon is an event in which teams collaborate intensively on software projects. It is usually known to address specific software-related challenges. The highly interactive format of the hackathon enables an innovative approach to combine theory with practice and to create additional value from research on CSR for students as well as participating practitioners. The chair of corporate social responsibility plans to organize these “hackathons” bi-annually from now on, focusing on varying topics

related to sustainable development as defined in the UN Sustainable Development Goals (SDGs). In line with the 17th SDG “Partnerships for Sustainable Development” the events will always include partners from various societal groups, i.e. large companies, small start-ups, NGOs, think tanks, politicians, or student initiatives.

The “Digital Changemakers Summit” meets several goals: First, the format is interactive and engaging, leading to an intense dialogue between the involved groups, which creates the potential for future collaborations to promote sustainable development. Second, the topic of

the workshop series is “digital social innovation”, and the format intends to raise awareness for this subject. The hackathon series is a call to various societal actors to take ownership of the topic of digital social innovation and to utilize the potential of new technologies for sustainable development. Furthermore, its impact on research, respectively the dissemination of research insights, is promising. Students are required to combine theory with practice. While collaborating with external partners, participants create additional value from research on CSR and they serve communities and civic society when addressing pressing social and environmental issues.

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