

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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2020 has been a challenging year.

The COVID-19 pandemic has radically changed people's lives around the world. We have become painfully aware that no one is shielded from crises. Knowing that every challenge also offers opportunities, we are slowly returning to a "new normal".

The important thing in overcoming a crisis is to learn from the experience gained. However, this often means leaving safe and comfortable paths behind. Those who have the courage to break new ground can unleash creativity and produce breakthrough innovations in times of crisis.

Consider, for example, Brazil in 1930. After a bumper harvest, the market was oversaturated with tons of coffee beans for which there were no buyers in the middle of an economic crisis. To avoid a drop

in coffee prices, a way was sought to preserve the coffee. Together with Nestlé, a durable coffee powder was developed that dissolved immediately in water - Nescafé was born.

So, what are our chances of emerging stronger from the current crisis if it is indeed understood as a laboratory for future best practices?

That we can only master the challenges posed by the crisis together is obvious. However, cooperation will not save us if it is not directed towards new technologies. For sure, the crisis has accelerated the digital transformation of society worldwide. Working from home and video conferencing allow for new working models. Research, teaching and administration at universities, for instance, have been digitized with enormous effort in just a few

weeks. A new dynamic is developing in work life.

The ongoing digital transformation could certainly be an opportunity. Despite the benefits of digitization, we must not forget that direct exchange and social interaction (face-to-face not virtually) are essential to ensure the persistence of relationships and build trust.

Moreover, the question at the end is what happens when we indeed return to normality. Will we fall back into old patterns of behavior? Or will we be able to leverage our learnings with new technologies to enhance our pre-COVID-19 work routines? Perhaps we can derive confidence from the fact that Nescafé, in any case, still exists, and it will accompany us into the future.

*Prof. Karin Hoisl
Speaker of the Area Management*

NEWS

News from the Management Analytics Center

In all areas of business administration, data and data analyses increasingly determine business success and often completely new business models. The Management Analytics Center, led by Prof. Torsten Biemann and Prof. Hartmut Höhle, helps companies through research and practical transfer to identify these potentials, introduce new methods and make better decisions based on data.

In its second year, new staff joined and the center extended its activities in the field of management. Since March 2020, Prof. Jana Rehse works as an assistant professor at the center on topics such as process mining, machine learning for process prediction, and process automation. Furthermore, Hannah Sperling joined the center as a PhD student, addressing research questions at the intersection of data analytics and society.

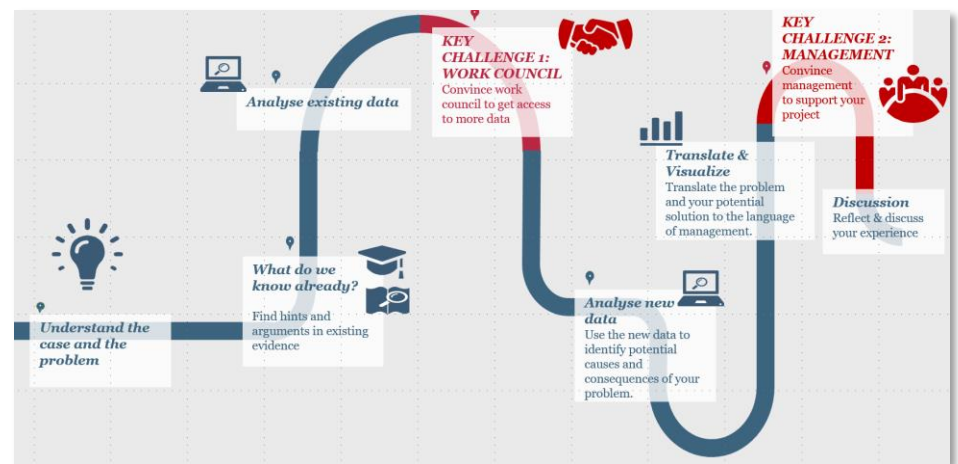
In the COVID-19 pandemic, the center suc-

cessfully moved many activities to the virtual space, offering a digital collaboration platform for researchers and practitioners. As an example, the biannual face-to-face meetings of the people analytics network were replaced by even more frequent virtual meetings on practice-oriented topics such as organizational network analysis (Ralf Büchenschuss, Zurich Insurance), people analytics at Deutsche

Bahn (Ivana Dedus and Alex Kurta), and people analytics in times of remote working (Dr. Max Mühlenbock, SAP) as well as frequent input from researchers of the University of Mannheim.

More information can be found here:

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



University of Mannheim Part of the ENGAGE.EU Alliance

The University of Mannheim formed the ENGAGE.EU alliance in cooperation with six other leading European universities in business, economics, and social sciences. The alliance was selected as one of 24 European Universities by the European Commission. European Universities are intended to act as role models to further increase the quality, international competitiveness and attractiveness of European higher education.

The ENGAGE.EU alliance aims to develop new joint teaching formats with a clear focus on future-oriented topics and important societal challenges, including climate change, sustainability, digitalization and AI. The initiative also seeks to foster

cooperation between researchers across institutions and to engage closely with society on these issues.

The partner universities Luiss Guido Carli University (Italy), Norges Handelshøyskole (NHH) (Norway), Tilburg University (The Netherlands), University of National and World Economy (Bulgaria), Université Toulouse 1 Capitole (France), and WU (Wirtschaftsuniversität Wien) (Austria) will connect about 100.000 students, along with academic staff and other stakeholders.

Working together in this new European University represents a unique opportunity to educate and inspire a new gener-

ation of citizens that will help tackle societal challenges.

Prof. Karin Hoisl supported the application by coordinating one of the main pillars of the proposal "Research & Innovation" across all partner universities. In November 2020, she took over the coordination of the work package "Learning Analytics" together with Prof. Heiner Stuckenschmidt (Chair of Artificial Intelligence, University of Mannheim).

Visit: <https://engageuniversity.eu/>

Partners



University of Mannheim among Germany's most Start-Up Oriented Universities

As in previous years, the University of Mannheim was once again able to place itself 4th in the German Startup Monitor 2020. The survey that underlies the ranking focusses on innovative and growth-oriented start-ups, including the question of where their founders studied. TU Munich, KIT, RWTH Aachen, LMU Munich, University of Mannheim and WHU Koblenz are most often mentioned by the founders as educational institutions.

Prof. Woywode, who coordinates the entrepreneurship activities at the University of Mannheim and heads the Mannheim

Center for Entrepreneurship & Innovation, is pleased with this result. "This ranking is proofing the fact that many of the fastest growing start-ups in Germany are initiated by former students from the University of Mannheim and the Mannheim Business School."

What the public often does not know: former Mannheim students have been involved in the startups of Auto1.com, Weltsparen/Raisin, Payback, Eshelter/Investa, Amorelie, Homeday, Camelot Consulting, and many others.

"Our students have a strong motivation, they are extremely powerful, well-educated and have the strong desire to bring about change in the economy and society. These are excellent prerequisites for growth-oriented start-ups," adds Prof. Woywode.

The startups from the University of Mannheim have created thousands of jobs throughout Germany, spawned disruptive product and business model innovations and are driving the structural change in the economy.

Renaming of the Chair: Chair of Sustainable Business

The Chair of Corporate Social Responsibility has been renamed and is now called Chair of Sustainable Business – or Lehrstuhl für nachhaltiges Wirtschaften in German. The new name of the Chair better represents the scope of the topics the Chair's team is working on in their teaching and research.

The team focuses on the question of how organizations (from "for-profit" to "non-profit") can contribute to sustainable development, as defined in the United Nations Sustainable Development Goals. Examples of specific topics are Employee Engagement in Sustainability, Social Entre-

preneurship, Digital Social Innovation, Corporate Democracy, and New Work.

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

Professor Laura Marie Edinger-Schons in Various New Roles

Prof. Edinger-Schons has taken on new roles. She is co-founder and chairwoman of the Peer School for Sustainable Development, which supports individual changemakers in organizations. <https://www.peerschool.de/>.

Moreover, she is co-founder of the Scientists for Future Mannheim: Mannheim-based researchers raise awareness for the potential of scientific research to contrib-

ute to climate action and sustainable development. <https://wechange.de/project/scientists-for-future-mannheim/>

Furthermore, Prof. Edinger-Schons is a partner of the HOCH-N-network "Sustainability at Higher Education Institutions: develop - network – report" representing the University of Mannheim. The project focuses on how higher education institu-

tions can contribute to a sustainable development. <https://hochn.rrz.uni-hamburg.de/#256>

She is also a member of the working group on sustainability "Arbeitskreis Nachhaltigkeit Universität Mannheim", initiated in 2020. <https://www.uni-mannheim.de/universitaet/profil/nachhaltigkeit/>

Professor Woywode Chairman of the Board

Prof. Woywode has been re-elected as Chairman of the Board of the MAFINEX Startups' Association Entrepreneurship Rhein Neckar e.V. The aim of the startup association MAFINEX Rhein Neckar e.V. is to initiate and accompany innovative startups from the various universities of

the Mannheim region. This includes creating a positive start-up climate at universities and highlighting the opportunities and risks of starting a business. In order to facilitate the rapid implementation of innovative research results into successful

companies, start-up projects are individually supported by a comprehensive offer of the startup Association.

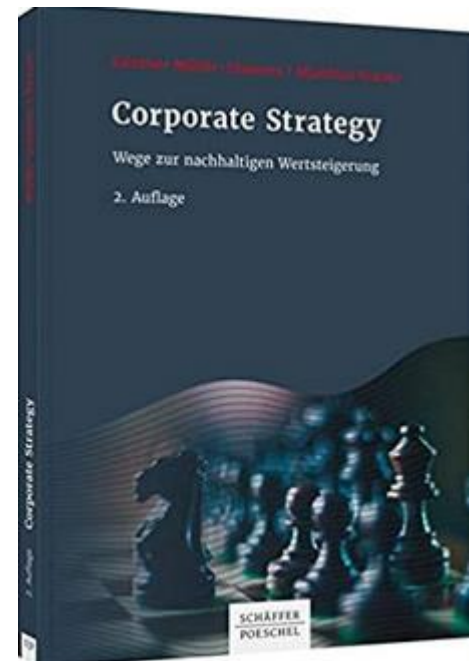
Visit: <https://mafinex.next-mannheim.de/>

TEXTBOOKS

New Edition of the Textbook “Corporate Strategy” by Prof. Dr. Matthias Brauer and Prof. em. Dr. Günter Müller-Stewens

In their quest for financial value creation, senior managers are asked to more closely consider broader environmental and societal interests. In their newly edited book “Corporate Strategy: Sustainable Value Creation in Multi-Business Firms”, forthcoming in early 2021 (Schäffer-Poeschel Verlag), Prof. Dr. Matthias Brauer (Chair of Strategic and International Management) and his colleague Prof. em. Dr. Günter Müller-Stewens provide guidance to managers on how this may be achieved. Utilizing the Corporate Management Model which has been successfully applied in business practice and which is grounded in scientific research, the authors outline ten levers for sustainable value creation.

For the second edition of the book, the original content has been both significantly shortened and updated, including the most recent developments in the Covid crisis. The new edition also puts a particular focus on the specific tasks, challenges and dilemmas that senior managers face today and will face in the future in their efforts to achieve sustainable value creation. To give practical guidance on how to apply the Corporate Management Model, more than 200 case studies included in the book illustrate both “best practices” as well as “controversial practices” by companies in their efforts to generate financial value.



New Edition of the Textbook “Nonprofit Management” by Prof. Dr. Bernd Helmig and Prof. Dr. Silke Boenigk



The second, completely revised edition of the Nonprofit Management Textbook has been published by Franz Vahlen Verlag and is available as hardcover and e-book. In addition to the book, the learning platform provides extensive additional material in the form of lecture videos, self-tests in the form of quizzes, case studies and practical examples.

The authors stress that the importance of nonprofit organizations will steadily increase because of the increasingly difficult public funding of many activities. Alongside this development and the large volumes of donations, the need for further professionalization of the nonprofit sector increases. However, this should not be attempted by an unreflected application of business management instruments. Accordingly, this book systematically illustrates the specifics of the management of

nonprofit organizations. Only in this way, donors and other stakeholders’ expectations of nonprofit organizations for efficient and effective use of funds and for transparency, accountability and responsibility can be taken into account.

This textbook book is suited for students and academics who deal with questions of nonprofit management, as well as managers in nonprofit practice. It is intended to provide decision-making aids for the planning and implementation of one’s own management tasks. It not only introduces the basics of nonprofit management. Instead, it presents all central areas of the so-called third sector. Numerous examples and case studies from various nonprofit sectors illustrate the concepts and enable a quick implementation in practice. Visit the platform: <http://www.nonprofit-management.biz>

KEYNOTE TALKS

Keynote Talk at the DFG Network Meeting New Forms of Organizing at Leuphana University, Lüneburg: “Developing an Impact Strategy as an Academic”

Prof. Laura Marie Edinger-Schons
March 6th, 2020

Prof. Laura Marie Edinger-Schons gave a keynote talk at the DFG network meeting “New Forms of Organizing” at the Leuphana University Lüneburg on the topic of “Developing an Impact Strategy as an Academic”. In her talk, she applied existing methods of impact planning like the IOOI (input, output, outcome, impact) model and stakeholder mapping to the field of academic research and discussed with the participants how especially younger researchers in the management field can engage in effective outreach and transfer.

Keynote Talk at the Impact Week: Digital Social Innovation as Collective Impact

Prof. Laura Marie Edinger-Schons
June 19th, 2020

Prof. Laura Marie Edinger-Schons gave a keynote talk at the Impact Week on the topic of “Digital Social Innovation as Collective Impact”. In the keynote, she not only shared insights from her latest research but also invited students from the Digital Social Innovation Lab to present their ideas.

FCCI Cacao Academy Concept Note: Collaborative Digital Cacao Farmer Peer-Training

Prof. Laura Marie Edinger-Schons
June 22nd, 2020

Prof. Edinger-Schons and Manuel Kreitmeir from SocEntBW collaborated with the FCCI Cacao Academy. Led by Dr. Carla Martin, Harvard University, and Alyssa Jade McDonald-Bärtl, Board member of UnternehmensGrün e.V., a team of alumni of the Mannheim Digital Social Innovation Lab and Harvard students worked directly with global experts to develop a collaborative digital cacao farmer peer-training platform: a school for cacao farmers to develop skills they seek to master, with curriculum offered on common digital tools that are used daily around the world.

Keynote Talk at SAP “Analytics and Data Day”

Prof. Marc Lerchenmüller
June 25th, 2020

Prof. Lerchenmüller was invited to deliver one of four conference keynotes for SAP’s “Analytics and Data Day”, which drew over 2000 participants worldwide. His keynote speech showcased how data analytics serve to uncover gender differences in language use, the central theme of his recent publication in the BMJ. The keynote offered an overview of how the research team - an international collaboration of the Universities of Mannheim, Yale, and Harvard - analyzed over six million scientific titles and abstracts to detect positive framing of research findings. The researchers applied advanced analytics, including probabilistic gender designation of millions of academic authors and natural language processing, to detect positive framing of scientific texts. The presentation provided the conference participants, many tasked with SAP analytics software development, with insights on how data analytics is applied in a research context to surface concealed social dynamics.

Read: BMJ 2019; 367 doi: <https://doi.org/10.1136/bmj.l6573>

Talk at the Sustainable Business Forum

Prof. Laura Marie Edinger-Schons
October 13th, 2020

Prof. Edinger-Schons gave the academic keynote at the Sustainable Business Forum on “Enticing, Empowering and Engaging Employees through Sustainability Initiatives” at the University of Pittsburgh hosted by the Center for Sustainable Business, discussing topics like purpose, new work, employee engagement and collective impact.

Keynote at the Fundraising Association Austria Volunteer Conference

Dr. Benedikt Englert
December 2nd, 2020

Organized by the Fundraising Association Austria (in cooperation with the Federal Ministry for Social Affairs, Health, Care and Consumer Protection) the FVA VOLUNTEER CONFERENCE 2020 took place virtually with the motto “Change of perspective: thinking differently about volunteer management”. Representatives from science and practice discussed new ways of recruiting and retaining staff in a volunteer context. Dr. Benedikt Englert was invited to give a keynote speech to take a look at successful volunteer management from an academic perspective. Dr. Englert spoke about person-environment fit in volunteer management. Here, he elaborated on fit elements that contribute to volunteers’ organizational fit in their everyday volunteer engagement. Based thereupon, Dr. Englert presented and discussed personnel practices that can help to sustainably recruit and retain volunteers in the respective organizations.

THE AREA MANAGEMENT IN THE NEWS

January 2020: Interview of Prof. Karin Hoisl with Mannheimer Morgen “No pain, no gain”

The Importance of Innovation

In an interview with the newspaper Mannheimer Morgen, Prof. Hoisl discussed the importance of innovation for start-ups as well as large and established firms. She highlighted the risks associated with innovation and the decisive role of timing. According to Prof. Hoisl, it's not just about having the best idea, but also about being in the right place at the right time. Using the example of Steve Jobs and Apple's iPhone, she pointed out that, if brought to the market when customers are ready for it, a

radically new technology has the potential to transform an entire industry.

Many firms have recognized this potential of radical innovations and aim to develop them in thinktanks, which operate outside of their core business units. In these environments, it is easier for employees to recombine existing knowledge in new ways and live up to their creative potential.

Prof. Hoisl also talked about the innovative potential in the metropolitan area of

the Rhein-Neckar region. She affirmed that she continues to be impressed by the many hidden champions located in and around Mannheim, which are world leaders in their market niches.

Visit: https://www.morgenweb.de/mannheimer-morgen_artikel,-mannheim-professorin-an-der-uni-mannheim-innovationen-haben-ihren-preis-_arid,1591452.html

May 2020

Social Responsibility during the Covid-19 Pandemic

In an interview with the Federal Ministry for Labour and Social Affairs (BMAS), Prof. Edinger-Schons explained how companies

can still take on their social responsibility during the Covid-19 pandemic.

Visit: <https://www.csr-in-deutschland.de/DE/Aktuelles/Meldungen/2020/interview-prof-dr-edinger-schons.html>

May 2020: Interview of Assistant Prof. Lerchenmüller with FAZ

Negative Effects of Corona Pandemic for Female Researchers

Few would question that the Corona pandemic had a firm grip on our everyday lives in 2020. The negative consequences are not, however, distributed evenly. Besides the obvious challenges to certain sectors, like events or gastronomy, there have also been more hidden effects. The Frankfurter Allgemeine Zeitung (FAZ) interviewed Prof. Lerchenmüller in May on the likely implications of the pandemic for female researchers.

Signs emerged early on indicating that women are differentially affected, said

Prof. Lerchenmüller. Journal submissions of academic work led by female researchers dropped significantly, for example. Reasons vary, but greater shouldering of family responsibilities by women during school closures almost certainly contributed to the widening gender gap in academic activity.

In an ongoing monitoring project on the Covid effect for researchers, Prof. Lerchenmüller and colleagues also document that the scientific response to the pandemic was and is disproportionately

driven by male researchers.

This gendered response to the disease ought to be better understood in light of the fact that scientific fields pertinent to the pandemic, like virology, otherwise feature a strong intellectual contribution from female scientists in the absence of a rampant pandemic.

The full article is available online:

<https://www.faz.net/aktuell/karriere-hochschule/corona-bedroht-die-karrieren-junger-forscherinnen-16759399.html>

Podcasts on New Work and Purpose & “Changemaker”

In SAP's Thought Leaders podcast, Prof. Edinger-Schons and Manuel Kreitmeir reflected on their MOOC 'New Work Purpose' with nearly 5,000 participants from all over the world.

Listen: <https://podcast.opensap.info/opensap-invites/2020/09/30/thought-leaders-episode-6-new-work-and-purpose/>

In the podcast series “Changemaker”, Prof. Edinger-Schons discussed topics like

meaningful work, sustainability, and corporate responsibility with the host, Simon Schubter. Listen: <https://www.changemakerpodcast.de/episode/laura-marie-edinger-schons>

June 2020: Interview of Prof. Karin Hoisl with Süddeutsche Zeitung

Creativity in Times of Home Office

During the Corona pandemic, firms have seen a sharp increase in work-from-home. The shift to home-office applies especially to those firms whose value generation is based on knowledge work and creativity. In such jobs, the generation of novel and useful ideas is key to success.

In an article published by the newspaper Süddeutsche Zeitung, Prof. Karin Hoisl points to the chances and challenges this new form of working imposes on idea generation and creativity. Serendipitous encounters between employees at the coffee machine, in line for the bathroom, or when ordering food in the canteen no longer take place. Yet, these unplanned in-

teractions often mark the start of exciting and unconventional innovation projects. Individuals who might work in different departments suddenly meet and exchange their very different ideas, which often results in highly creative outcomes. Prof. Hoisl describes this recombination of existing knowledge in new ways as one of the most common sources of innovation.

To shift these unplanned interactions online, firms now start to create virtual coffee meetings. Prof. Hoisl's employees too organize daily informal virtual meetings, which she deliberately does not take part in so that her employees do not feel like they're being controlled.

In addition to the potential for serendipitous virtual interactions, Prof. Hoisl underlines that the many new impressions and surroundings we find ourselves in when working from home can be a valuable source for inspiration, another key ingredient for creativity and innovation.

The pandemic has altered our habits, routines, and the way we work. These sudden changes might offer new perspectives and lead to solutions and ideas we have not even been aware of. The full article is available online:

<https://www.sueddeutsche.de/wirtschaft/kreativitaet-es-lebe-die-schnapsidee-1.4903952>

October 2020

“Geiz ist geil” Is Out: The German Mittelstand Needs a Green Revolution

Michael Woywode from Institute for SME Research at the University of Mannheim sees sustainability as a new strategic priority that medium-sized companies have to take seriously if they want to remain economically viable in the future. “Small and medium-sized enterprises will not be able to resist the current sustainability trend. Instead, they should adjust to the new realities as early as possible if they haven't done so already.” Companies could still use a good sustainability strategy as a competitive advantage.

A convincing sustainability strategy increases customers' trust and the reputation of the company, according to the economic researcher. “More and more people are sensitized to sustainability issues.

This means that this factor will also become increasingly important for employer branding in the future,” says Woywode FOCUS Online. Especially with regard to the recruitment of new employees, a credible sustainability orientation should not be underestimated.

Woywode is confident that the German Mittelstand is “becoming a model student in the field of sustainability” – and thus has an advantage in the coming years in a global comparison. “Basically, the advantages that producers in developing countries have compared to producers in Germany are now being devalued. And this is a massive effect.” After all, producing cheaply, regardless of resources and

climate, is no longer enough. Nevertheless, the economist wants a stronger dialogue between policymakers and companies at the political level in order to meet the ambitious climate targets at German and European level. The reason: “Industries differ significantly in terms of their difficulties to meet the EU sustainability goals. In order to make the measures fair and also more manageable, politics and business should enter into a constructive dialogue.”

Visit: https://www.focus.de/perspektiven/nachhaltigkeit/gut-fuers-geschaefte-geiz-ist-geil-zieht-nicht-mehr-der-deutsche-mittelstand-braucht-eine-gruene-revolution_id_12474577.html

EVENTS

March 7th, 2020

Digital Changemakers Summit: Circular Economy

The Digital Changemakers Summit (DCS) is an extra-curricular conference and hackathon series organized by the Chair of Sustainable Business. It allows students to explore how digital technologies can contribute to the solution of ecological and social problems and thus promote social innovation.

On March 7th about 50 students as well as 10 practitioners and researchers came together at the Fuchs Petrolub Festsaal to

participate at this year's DCS. After addressing the topics of sustainable food and sustainable cities in 2019, this year's edition covered the topic circular economy.

The one-day event started with talks given by Professor Dr. Michael Braungart (Researcher, EPEA), Talke Schaffranek (Director of Circular Economy, BASF), Stefan Weisenberger (Senior Director Mill Products, SAP), Christoph Teusch (Manager Corporate Responsibility, AfB), Isabelle

Kempf (Founder, umgekrempelt), Elisabeth Kraut (Manager Sustainability, Würth) followed by a concluding panel discussion (photo below).

After a lunch break, students worked together in groups mentored by the practitioners to develop digital solutions to successfully approach the transformation from a linear to a circular economy. Afterwards, the workshop results were shared and discussed with the audience.



April, 2020

Think 17

The Think17 summit in April 2020 organized by the Peer School for Sustainable Development took place online. The summit's mission is to develop mutual solutions to reach the United Nations Sustainable Development Goals by bringing together experts from sustainability management, academia, and foundations. It is organized in a bar camp-like format with parallel interactive sessions on various

topics in sustainability management and with time for networking. Laura Marie Edinger-Schons and Manuel Reppmann from the Chair of Sustainable Business hosted a session to discuss the consequences of the corona crisis for sustainability management together with 27 other sustainability experts such as Astrid Piskora (CSR at Walt Disney Germany), Judith Trüper (Corporate Citizenship at BASF),

Katharina Strohmeier (Corporate Citizenship at Samsung), and Marieke Patyna (CSR at HSV).

Stay updated about the next Think17 and find out more about the Peer School for Sustainable Development on the official website: <https://www.peerschool.de/>

May 18th, 2020

DSI Lab Final Pitch Event

On May 18, 2020, the final pitch event of the Digital Social Innovation Lab - Young Academy took place. The Digital Social Innovation Lab is a joined learning format organized by the Chair of Sustainable Business together with SAP and Social Entrepreneurship BW in which teams of students develop digital solutions for social and environmental problems.

The final pitch event concluded a series of four intense online-workshop sessions in which more than 50 bachelor students

formed nine project teams and worked on digital innovations to solve problems related to the Covid-19 crisis using Design Thinking methods. Each student group was supported by a mentoring team of experienced SAP employees.

The event kicked off with a keynote speech by Kennedy Ekezie, a young activist from Nigeria. Afterwards, the nine student teams digitally presented their business ideas and their prototypes in front of an

expert jury and public audience. The presented projects included innovative ideas to improve e-learning experiences at schools, tackle diabetes, or support digital inclusion.

The event concluded with a keynote speech by Bas Van Abel (founder of Fairphone) and the announcement of the winning team "TechnikFreund", which developed a service for digital inclusion of elderly people. Visit: <https://dsilab.de/>



May, 2020

Digital Social Summit

In May, this year's Digital Social Summit took place. The format brings together various people of the non-profit sector who are interested in digitalization. From volunteers to managers, they learn about trends in digital change, plan next steps, and network.

Initially, this community event was planned as a physical conference for about 350 participants at the end of March.

However, due to the current pandemic, the team behind the summit and their partners managed to transform the event into an online-conference within weeks.

More than 1,000 people registered for the event. Laura Marie Edinger-Schons and Manuel Reppmann from the Chair of Sustainable Business were happy to share insights about the Digital-Report 2020 which they co-created with Haus des Stiftens

gGmbH, a social business providing IT solutions for non-profits, and the data science network CorrelAid e.V.

In the session, the main findings of the report on the status quo of digitalization of non-profits in Germany were shared and discussed with the audience.

Visti: <https://www.digital-report.org/report>

September 30th – October 2nd, 2020

Second DFG-funded Workshop on “Qualitative Network Research”

The second workshop of the DFG-funded scientific network “Qualitative Network Research” took place from September 30, 2020 to October 2, 2020 at the University of Mannheim. The event was dedicated to the question of which research objects can be analyzed using qualitative network methods. Examples from the network members’ own research as well as impulses from network theory and qualitative social research were discussed (photo below).

Qualitative network research aims to analyze relationships in relational structures with a particular focus on meaning and culture. Relationships are understood as a structuring and structured pattern of social action and social positioning. They are meaningful, constructed and process-based. Relationships can be viewed as the context of social actions and as their product: Relationships are not just there, but are constantly updated, affirmed or changed.

Qualitative network research positions it-

self with a decidedly interpretative understanding of networks as relationships and can thus contribute to network research beyond the existing concepts of social network analysis.

Research projects in this area constantly face the challenge of working on open questions about the application of qualitative network research. The open questions concern the theorization of qualitative approaches to network research, the use of qualitative methods of data collection and analysis, and the methodological coordination of theory and method.

The second workshop of the scientific network “Qualitative Network Research” (QUALNET) dealt with the question of which research objects can be analyzed using qualitative methods of network research. This question was further qualified on the basis of the previous research activities of the network members. Building on this, the participants discussed further central conceptual and empirical papers from network theory and qualitative social

research in order to compile a systematic overview of fields of application, subjects, methodological foundations and methodological approaches to data collection and analysis in qualitative network research.

The QUALNET network was funded by the German Research Foundation since 2019 and comprises twelve scientists who have long been intensively involved empirically and theoretically with qualitative network research.

The network pursues the goals of (1) the systematization and further development of the current state of knowledge on the method and methodology of the interdisciplinary, rapidly growing, specifically German research strand of qualitative network research and (2) the integration of this advancing German-language discussion into the international academic discussion.

Visit: <https://qualitative-netzwerk-forschung.de/>

30th Year: Institute for SME Research & Entrepreneurship (ifm Mannheim)

The Institute for SME Research & Entrepreneurship at the University of Mannheim is now in its 30th year of existence. Together with a team of about 30 researchers Prof. Michael Woywode explores politically and scientifically relevant topics linked to SME (Mittelstand) and Entrepreneurship such as (1) digitization and competitiveness of SME, (2) research on family firms, (3) labor markets and SME as well as (4) entrepreneurship & self-employment.

While the Institute receives annually a limited amount of basic funding from the state of Baden-Württemberg it is today mostly financed by third party funding. In 2020 the institute received major financial contributions from the (1) Federal Ministry of Economic Affairs and Energy to extend its work on two existing Competence

Centers for the Digitization of the German Mittelstand, (2) the Mercator Stiftung to explore the topic of migrant and refugee entrepreneurship in a large-scale empirical study, and (3) the Volkswagen Stiftung to investigate the rise of selected green technologies in Germany, Russia and Ukraine.

As in the previous years, members of the institute published in well recognized scientific journals such as *Administration Science Quarterly*, *Organization Science*, or *Journal of Business Venturing*. In addition, the Institute hosted successfully several larger public events and conferences involving scientists as well as practitioners.

Part of the mission of the Institute for SME Research & Entrepreneurship is also to foster the entrepreneurship topic at the University of Mannheim. In doing so, the

institute collaborates closely with the Mannheim Center for Entrepreneurship & Innovation (MCEI) which offers special teaching and support programs to foster entrepreneurial behavior at the University of Mannheim.

In this vein, MCEI will engage in a new 3-year project exploring new concepts of cultural entrepreneurship starting in 2021. Furthermore, members of the MCEI team will start working in a 3-year collaborative project with members of the Karlsruhe Institute of Technology (KIT), the Technology Park Heidelberg and the University of Heidelberg to link AI insights with startup business models. This project is sponsored by the Baden-Württemberg Foundation.

Visit: <http://www.institut-fuer-mittelstands-forschung.de/>

October 12th, 2020

Sixth i-share Symposium and Second platforms2share Research Colloquium

How does the sharing economy contribute to sustainable development? Prof. Dr. Achim Oberg and Assistant Prof. Dr. Dominika Wruk from the Institute for SME Research (ifm) of the University of Mannheim presented results from impact analyses conducted within the scope of the research project i-share. Based on a quantitative survey of sharing organisations being active in Germany, the authors modelled and quantified social, ecological as well as economic effects of 20 different sharing forms (e.g. carsharing, community gardens, repair cafés). Simon Thimmel from the Chair Business Administration, Public & Nonprofit Management discussed insights on working conditions in the sharing economy derived from a second quantitative survey conducted during this project.

In further talks at the digital event on October 12, 2020, research partners and

quest speakers showed their results on tensions in online labor platforms, the possibilities of platform workers to voice their interests and characteristics of volunteer work in the sharing economy. Regulatory frameworks shaping activities of sharing organizations and supportive field developments such as the proliferation of the impact investing market were further topics discussed.

On October 13, 2020, junior scientists virtually discussed their current research projects on the sharing and platform economy at the platforms2share research colloquium. Dominika Wruk and Tino Schöllhorn from the ifm presented results on relational and symbolic overlaps between the fields evolving around blockchain technology, cooperativism and sharing. Further topics presented and discussed at the colloquium were organizational forms and models in the sharing

economy, platform infrastructures and platform governance as well as dynamics in the field of the platform economy.

The project i-share was funded by the Federal Ministry of Education and Research (BMBF) as part of the initiative Research for Sustainability. Platforms2share is currently funded within the same BMBF initiative.

Visit: <https://www.i-share-economy.org/de>



November 5th, 2020

First Digital Usability-in-Germany-Conference 2020

The annual Usability-in-Germany (UIG)-conference took place on November 5, 2020. After the conference had already been postponed several times due to the COVID-19 pandemic in 2020, the organizers of the Institute for SME Research (ifm) at the University of Mannheim and the Usability in Germany e.V. agreed to hold the conference in a digital format for the first time.

Both Usability and User Experience (UUX) are important issues for the design of products, systems and services of SMEs. UUX topics are closely related to innovation because questions of optimal usage and positive experience of products arise especially when they are renewed, newly developed or purchased.

Under the motto "User Experience and beyond: Designing human-centered digitization", around 220 participants gathered during the three lecture blocks and four workshops while listening to the various speakers from science and industry.

The particular topics of the three lecture blocks focused on "Human centered design", "Future of work", or "Fair digitization", respectively. Despite the digital format, many interesting discussions took place in the chat during the lectures and

the workshops, which highlights the high relevance of the topic, especially for SMEs.

All in all, the feedback on the UIG conference and the large presence of SMEs' members among the participants has shown how important the topic of UUX is for UX experts on the one hand and for SMEs on the other. There was a great need for dialogue on a wide range of topics and it became clear how important it is to think holistically during the design process of physical and digital products.

The upcoming UIG conference on the 23rd of September 2021 in Karlsruhe will place an even stronger emphasis on the integration of UX methods in companies under the motto "Practicing UUX in digital SMEs - knowing how to do so".

Visit: <https://www.usability-in-germany.de/aktuelles/uig-tagung-05112020>



November 16th – 17th, 2020

6th International Research Forum- Exploring Entrepreneurial Ventures, Family Firms and Hidden Champions

In November, the Institut für Mittelstandsforschung (ifm) hosted the 6th International Research Forum “Exploring Entrepreneurial Ventures, Family Firms and Hidden Champions” with the support of the German Research Foundation (DFG) in what became the largest format for SME research of its kind in the German-speaking region. Overall, the two-day virtual conference featured more than 300 registered participants from over 45 countries and around 50 academic article presentations.

In this sixth edition, the conference aimed to serve as a distinguished platform for developing academic articles in a structured, stimulating, challenging, and friendly environment whilst providing multiple opportunities to engage in virtual networking. Moreover, the forum was dedicated to facilitating exchange with decision-makers from the business world in discussions with invited entrepreneurs, and family firm and hidden champion leaders.

Therefore, the ifm team organized exciting discussion rounds with managing directors of hidden champions reflecting the strategies and attitudes of leading family businesses. Participants were Julia Eberhardt (LEEB GmbH), Christine Steger (Mann &

Schröder Cosmetics), Alexandra Kohlmann (Rowe Mineralölwerk GmbH) and Fabian Kracht (Peri GmbH).

On the academic side, Pramodita Sharma (University of Vermont), Christina Guenther (WHU-Otto-Beisheim School of Management), David Audretsch (Indiana University), Helmut Krcmar (Technical University of Muenchen) and moderator Alfred Kieser (Universität Mannheim) discussed trends in family business research and future research fields. Social events such as virtual escape rooms and a live-commented e-sports match of Lokomotive Mannheim vs. the University of Frankfurt rounded off the conference program and were well received by the participants.

Papers have been presented in seven tracks aiming to reflect the fundamental diversity across current SME research: Accounting & Taxation in Family Firms, Sociology & Psychology in Entrepreneurship & Family Firms, Digital Transformation and Entrepreneurship, Strategy / Mergers & Acquisitions / Joint-Ventures & Strategic Alliances in Family Firms, Entrepreneurial Ventures and Hidden Champions, Migrant and Refugee Entrepreneurship, Family Firms and Geography – Sustainable Regional and Urban Development and Topics

of Internationalization, and a General Track for Family Firm and Entrepreneurship topics.

The paper sessions have been flanked by ten representatives of peer-reviewed journals in the field of SME research and beyond who enjoyed meeting potential future authors and presenting authors competed for a set of awards recognizing outstanding work. Lech Suwala (TU Berlin) received the Best Inspirational Paper Award for the work “Spatial Familiness and Family Spatialities – Searching for fertile ground between family business and regional studies”. The Best Theory Paper Award went to Katharina Hombach (WHU – Otto Beisheim School of Management) for her contribution to “The Economics of Firms’ Public Disclosure: Theory and Evidence”. The EQUA Best Paper Award distinguished to Christine Scheef (Universität St-Gallen) for the article “Overlooked and undervalued: Predecessor CEOs as board chairs in family and nonfamily firms”. And last but not least Christina Günther (WHU – Otto Beisheim School of Management) received the Best Reviewer Award for her outstanding work behind the scenes of the conference.

November 24th – 25th, 2020

Social Economy Scientific Conference

The social economy combines economic activity with social impact and may serve as a catalyst for societal change toward more sustainability. Understanding and shaping the current and future role of the social economy was the goal of the Social Economy Scientific Conference. At the two two-day digital event on 24th and 25th November 2020, a vibrant international network of distinguished social economy researchers, practitioners and policy makers discussed the potential of the social economy to rethink and reshape socio-economic spaces.

In three sessions, researchers presented and discussed their work on social economy as an agent of change, as part of an ecosystem and as partner for policymakers, the private and public sector. Assistant Professor Dr. Dominika Wruk co-organized the conference and chaired the session on social economy as part of an ecosystem in which the role of new models,

technologies and concepts for the social economy were discussed and it was elaborated, how their diffusion can be stimulated through adequate mechanisms and support structures at ecosystem level. How to foster the development of innovation for the public good, how to leverage the potential of algorithms, artificial intelligence and collective technology for strengthening social and ecological impact and how organizations can evolve from measuring to managing impact were among the key questions addressed during this session. The role of the impact investing market in supporting social enterprises and the question with what measures and mechanisms this new field of investment can be promoted was another focus topic.

Insights from the event will inform the European Commission's European Action Plan for the Social Economy to enhance social investment and social innovation

and to boost the potential of social enterprises for job creation. This policy initiative to be released during the second semester 2021, will be a key tool to systematically incorporate the social economy into the different socio-economic policies of the European Union, as well as into its actions to achieve the United Nations Sustainable Development Goals.

For further information, please visit:
<https://social-economy-science.eu/>

The Social Economy Scientific Conference was organised and supported by the European Commission, Social Entrepreneurship Baden-Württemberg (SocEntBW), the Institute for SME Research at the University of Mannheim (ifm), the Centre for Social Investment & Innovation (CSI) at the University of Heidelberg and the Therme Foundation powered by Josef Wund Stiftung.

SOCIAL ECONOMY SCIENTIFIC CONFERENCE
#SES2020
An opportunity to rethink and reshape our socio-economic spaces
24th & 25th November

#EUSES
#RoadtoMannheim

SocEnt
Social Entrepreneurship
BW

ifm MANNHEIM
institut für mittelstandsforschung

European Commission

CSI

UNIVERSITÄT HEIDELBERG
GRÜNDUNG SEIT 1386

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FOUNDATION

Autum, 2020

Online-Seminar Series: How Digitization Enhances the Development of Construction Projects

A new online-seminar series was launched in autumn 2020 by the research unit “Digitization and competitiveness of small and medium sized enterprises (SMEs)” of the Institute for SME Research (ifm) at the University of Mannheim. The series focused on innovative approaches to digitization in the early development phase of construction projects. Featuring the presentations of digital use cases and management practices by both technical experts and scientists, the series also served as a platform for timely discussions between the presenters and representatives of SMEs. Thereby the series supported the transdisciplinary exchange of good practice between technical experts from the construction and real estate industry, company representatives as well as scientists.

Over the course of several weeks, five online-seminars were carried out which covered the following topics: The first seminar focused on the potential of digital construction monitoring, an automated method for tracking construction projects. Taking economic, technical and sustainable aspects into account, digital construc-

tion monitoring can ensure budget-consistent, timely and sustainable construction projects.

The second seminar elaborated on the use case of developing a digital twin for existing buildings. Facilitated by smart scanning technologies, a database of key building features needs to be built up in the first place before a digital twin, the virtual replica of a physical building, can provide a real-time view and immediate access to information about a buildings performance.

The third seminar took the managerial aspects of the digital transformation into account by focusing on cost and benefit advantages of the digital planning method building information modeling (BIM) and the associated change management processes for its successful implementation.

The fourth seminar illustrated how institutional agreements such as contracts can be designed for an effective BIM-based collaboration with multiple project stakeholders. Finally, the last seminar at the end of October 2020 demonstrated the multiple possibilities interactive virtual reality

applications may offer in the early stage of planning.

All seminars geared towards raising awareness of the manifold potential the digital transformation may bring along. The seminar series illustrated clearly that digital solutions can contribute to more efficient, transparent and safer construction projects. Given that the construction and real estate sector is amongst the least digitized industries, further effort is needed to foster peer learning and exchange of good-practice.

The online-seminar series is part of ifm’s contribution to the Mittelstand 4.0 Centre of Excellence for Planning and Construction. Funded by the Federal Ministry of Economic Affairs and Energy (BMWi), the centre consists of a consortium of several institutions throughout Germany, including the ifm, that support the digital transformation of SMEs in the construction and real estate industry.

For mor information visit:

<https://www.kompetenzzentrum-planen-und-bauen.digital>



Mittelstand 4.0
Kompetenzzentrum
Planen und Bauen

Digitization in the early development of construction projects
Online-Seminar Series | Autumn 2020



INSIGHT INTO RECENT RESEARCH PUBLICATIONS

Don't Mix Business with Politics? Understanding Stakeholder Reactions to Corporate Political Activism

Together with Daniel Korschun of Drexel University, Philadelphia, and former Master student Luisa Balk, Moritz Appels (photo on the right) and Prof. Laura Marie Edinger-Schons recently published the results of a large survey study on corporate sociopolitical activism. A growing number of corporations and CEOs take stands on socio-political issues such as gun ownership or immigration. Based on an empirical study including 488 respondents assessing 60 real cases of

corporate political activism of the last years, this paper explains how practitioners can maximize positive stakeholder reactions in doing so.

Appels, M., Edinger-Schons, L. M., Korschun, D., and Balk, L. (2020). Don't mix business with politics? Understanding stakeholder reactions to corporate political activism. *Marketing Review St. Gallen*, 37, 888-894.



Discipline, Abjection, and Poverty Alleviation through Entrepreneurship

The article "Discipline, abjection, and poverty alleviation through entrepreneurship: a constitutive perspective." by doctoral candidate Luca Castellanza (photo on the right) has been recently published in the re-nowned *Journal of Business Venturing*.

The article explores entrepreneurship among disadvantaged groups of farmers and business owners through grounded-theoretical interviews with 104 poor women in South-West Cameroon. While most studies assume that entrepreneurship positively contributes to poverty alleviation, the article examines the effect of entrepreneurship in different sectors on the economic and gendered constraints experienced by poor women. The article introduces discipline, the extent to which rules, roles, and procedures are enforced within group settings, as the main determinant of whether collective entrepreneurship can alleviate poverty.

The analysis juxtaposes two types of entrepreneurial collectives: farming co-

operatives, which exercise strong control over their members' activities, and non-farm groups, which are laxer in their rule enforcement and grant more freedom to their members.

Farming cooperatives are more efficient in raising poor women out of extreme poverty, yet they often reinforce patriarchal and collectivistic norms leading to gender discrimination and preventing women to enrich themselves. Conversely, non-farm groups provide limited opportunities to extremely poor entrepreneurs but feature a more individualistic culture that facilitates breaking free of gendered constraints.

By examining how different types of entrepreneurial groups impact the multiple facets of poverty, the article makes several contributions to entrepreneurship research. First, it challenges 'one-size-fits-all' approaches advancing simple solutions to the poverty problem. Second, it advances our understanding of how rules and societal contexts affect entre-

preneurial behaviour. Third, it sheds light on the relationship between economic empowerment and gender emancipation and the conditions under which the two can be mutually exclusive.



Castellanza, L. (2020). Discipline, abjection, and poverty alleviation through entrepreneurship: A constitutive perspective. *Journal of Business Venturing*. <https://doi.org/10.1016/j.jbusvent.2020.106032>

Downsizing and Surviving Employees' Engagement and Strain: The Role of Job Resources and Job Demands

Katja Dlouhy, assistant professor at the chair of Human Resource Management and Leadership (photo on the right), and Anne Casper, post-doctoral researcher at the chair of Work and Organizational Psychology, both at the University of Mannheim, recently published a research article in *Human Resource Management*. In this article, they examined the relationship of downsizing with the engagement and health of those employees who “survived” and remain in the organization. Building on job demands–resources theory, the authors conceptualize downsizing as a stressor event, and explain its relationship with employee health through the job demands work overload and job insecurity, and its relationship with employee en-

gagement through the job resources supervisor support and opportunities for development. Using data from two large representative samples of German employees, they show that job demands mediate the negative relationship between downsizing and surviving employees' psychological and physical health, and that job resources mediate the negative relationship between downsizing and engagement. However, they find little support for the assumption that job resources alleviate the indirect effects of downsizing on surviving employees' health. The authors discuss that organizations should try to prevent or reduce increases in job demands, while maintaining surviving employees' access to job resources.



Dlouhy, K., & Casper, A. (2020). Downsizing and surviving employees' engagement and strain: The role of job resources and job demands. *Human Resource Management*. <https://doi.org/10.1002/hrm.22032>

Is Sharing up for Sale? Monetary Exchanges in the Sharing Economy

Past research has neglected the question of whether different exchange mechanisms and consumption or service contexts (CSCs) in the sharing economy may lead to different outcomes. Inken Küper (photo on the right) and Prof. Laura Marie Edinger-Schons from the Chair of Sustainable Business recently published an article titled “Is Sharing up for Sale? Monetary Exchanges in the Sharing Economy” in the *Journal of Business Research* that deals with the above named question.

The authors develop a novel theoretical framework that proposes that willingness to participate in the sharing economy will be lower if exchange mechanisms and CSCs do not match—that is, if monetary/social exchange mechanisms are applied in hedonic/utilitarian CSCs, taking

into account the moderating role of materialism.

Moreover, the authors propose that in the sharing economy, monetary exchanges may cause a crowding-out of prosocial behaviors and that this effect will be especially pronounced for highly materialistic individuals. Inken Küper and Prof. Laura Marie Edinger-Schons test their hypothesized framework in three experimental studies— two scenario experiments and one field experiment — that support the theorizing and provide results with important implications for the design of sharing economy offers as well as for society.



Küper, I. and Edinger-Schons, L. M. (2020). Is sharing up for sale? Monetary exchanges in the sharing economy. *Journal of Business Research: JBR*, 121, 223-234. <https://doi.org/10.1016/j.jbusres.2020.08.020>

Formalization and Administrative Burden as Obstacles to Employee Recruitment: Consequences for the Public Sector

Public organizations often face difficulties in attracting and recruiting competent personnel. Reputational pressures, including anti-government rhetoric, aggravate the recruiting challenges. These challenging circumstances are especially problematic in countries where the public workforce faces a large number of retirements. Martin Sievert (photo on the right), Dominik Vogel (University of Hamburg), and Mary Feeney (Arizona State University) recently published an article titled “Formalization and Administrative Burden as Obstacles to Employee Recruitment: Consequences for the Public Sector” in the *Review of Public Personnel Administration* addressing signaling effects of job advertisements.

While previous research has looked at distinct features of public organizations that make recruitment more successful, Martin Sievert and his co-authors examine an aspect that potentially harms recruitment:

the recruitment process’s bureaucratic nature and the signaling effect resulting from such practices. Public sector organizations overwhelmingly rely on passive recruitment tactics such as written notices, listing formal rules and legal processes, and excessive application procedures.

The article applied an experimental design to examine the impact of signals resulting from formal rules and procedures. This research examines the effects on individuals’ application intention. The results indicate that formalization signals lead to lower application intentions. These findings emphasize the negative signal of formalization in public sector job advertisements, which has the effect of making these jobs less desirable to potential applicants. Instead of including often unfulfilled value promises, public organizations should foster the reduction of formalization in the recruitment process.



Sievert, M., Vogel, D., and Feeney, M. K. (2020). Formalization and administrative burden as obstacles to employee recruitment: Consequences for the public sector. *Review of Public Personnel Administration*, 1-28.

<https://doi.org/10.1177/0734371X20932997>

Maximizing Participation in Corporate Volunteering

In recent years, employees’ expectations of their jobs have shifted, with especially younger employees asking for more meaning and purpose at work. Corporate volunteering programs have been found to have the potential to provide experiences of meaningfulness and offer a compelling work environment in previous research. As a consequence, companies seek ways to maximize employee participation in such programs.

Building on sensemaking literature, Michael Verbücheln (photo on the right) and Prof. Laura Marie Edinger-Schons propose and test a conceptual framework to explain how the design and communication of a corporate volunteering program (e.g., in terms of utilization of professional skills

or autonomy) can influence employees’ willingness to participate.

Their paper comprises of two studies incorporating data from a scenario experiment with more than 1,200 employees and semi-structured interviews with 28 representatives of 24 large multinational companies. The results of both the scenario experiment and the interviews indicate that skills-based volunteering formats lead to a higher intention to participate than traditional volunteering programs, especially if they match the company’s core competences. Autonomy during the volunteering assignment and employee involvement in the design of the CV program also increase the participation rate.



Verbücheln, M. and Edinger-Schons, L. M. (2020). Maximizing participation in corporate volunteering. *Marketing Review St. Gallen*, 37, 32–38.

CURRENT RESEARCH PROJECTS

“Tarnished” Targets: How Corporate Misconduct Affects Acquisition Performance

Prior work on M&A has generated valuable insights into how structural target characteristics such as target size, relatedness, performance or public status affect acquirer returns, as reflected in investor response to an acquisition announcement. Little is known, however, about how a target’s behavioral characteristics influence investor response. A current research project by Jana Knierim (photo on the right) and Prof. Matthias Brauer from the Chair of Strategic and International Management at the University of Mannheim addresses this shortcoming by analyzing how investors react to acquisitions involving target firms with a reputation for misconduct.

Building on behavioral theory, the authors predict that the greater a target’s relative extent of misconduct, the more negative investors’ reaction to the acquisition announcement. This is because investors expect negative spillover effects for the acquirer to be most pronounced in these cases as the target’s governance quality seems inferior relative to industry peers. Using an extensive dataset of domestic acquisitions by U.S. firms between 2008 and 2018, the authors find support for this pre-

diction: Acquisitions that involve targets whose extent of misconduct exceeds the average extent of misconduct by industry peers are found to be associated with the most negative returns.

In their study, Knierim and Brauer further examine whether the acquirer may be able to attenuate investors’ negativity about acquisitions involving targets with relatively high extents of misconduct by tactical investor communication around the acquisition announcement. Specifically, Knierim and Brauer theorize that communication that leads to closer investor scrutiny of the focal acquisition compounds investors’ negative reaction, while communication that directs investor attention away from the focal acquisition to unrelated, investor-friendly activities (e.g., dividend increases, share buyback programs) attenuates investors’ negative reaction to acquisitions involving targets with an above-average extent of misconduct. Empirical findings provide support for these predictions.

Collectively, the study by Knierim and Brauer thus contributes to extant M&A lit-

erature by being among the first to draw attention to the influence of a target’s (negative) behavioral characteristics on acquirer returns. From a practitioner’s point of view, the study indicates that proper target due diligence should carefully consider a target’s “criminal record” and its reputation for misconduct to avoid investor backlash. Especially so, since the acquisition of a “tarnished” target may not simply be “explained away” or downplayed in deal communication, and requires more substantial investor appeasement measures in form of announcing prospective dividend increases or share buybacks.



Stock Market Reaction to Female CEOs



Prof. Karin Hoisl and Mona Reber (photo on the left), both Chair of Organization and Innovation, are conducting research on female CEOs in collaboration with Prof. Grazia Santangelo (Department of Strategy and Innovation of Copenhagen Business School).

Their study provides new insights into how stock markets react to the appointment of female CEOs. Overall, these reactions have been found to be more negative for female CEOs than for male CEOs.

Preliminary results of the research project indicate that the cultural context of the countries where firms operate as well as the firm’s organizational culture can amplify or reduce the negative market reactions following the appointment of a female CEO. More broadly, the managerial implications of the study point at the importance of aligning strategic decisions with firms’ external and internal contexts.

Gender Gap in the Academic Life Sciences Widens during COVID-19 Pandemic

Together with researchers from the University Hospital of Heidelberg and Harvard Medical School, Prof. Marc Lerchenmüller (left photo on the right) and Leo Schmalenbach (right photo on the right) examined how the gender gap in academic publishing has evolved during the COVID-19 pandemic. Specifically, the authors compared the gender distribution of first authorships for publications on COVID-19 from 2020 to publications appearing in the same journals during the previous year.

It was found that, on average, the gender gap widens by 18 percentage points with the COVID-19 pandemic. While in 2019, roughly 46.5% of the first authors were women (gender gap = 53.5% - 46.5% = 7%), this share dropped to 37.5% female first

authors (gender gap = 62.5% - 37.5% = 25%) during the COVID-19 pandemic.

The findings indicate that the current scientific and medical response to one of the most incisive global crises is male-dominated. The authors find this effect to be consistent across disciplines and regions, with even historically more gender-balanced disciplines or countries experiencing significant reductions in female publishing. In line with similar studies, the authors argue that this effect is mainly driven by childrearing responsibilities and prevailing gender roles.

To avoid long-term impacts on academic advancement and scientific contributions, the disproportionate effect of COVID-19 on early career researchers needs serious

consideration. Resources for childcare should be provided for parents, and additional funds for expanded childcare arrangements could help to reallocate time to regular professional duties. The authors stress that without policy interventions, our communities may miss out on some of the best ideas for tackling the pandemic across scientific/medical disciplines and potentially beyond in other professions.



Research on Turnaround Performance of Founders and Family Firms

In their article “Crisis Reveals Character: An Identity Perspective on the Crisis Performance of Founder and Family Firms”, Jan-Philipp Ahrens (left photo below), Marc Kowalzick (right photo below) (both University of Mannheim), Jochim Lauterbach (TU Munich), and Jennifer L. Petriglieri (INSEAD) investigate how family firms (e.g., Ford), entrepreneurial companies (e.g., Tesla) and professional, widely-held corporations (e.g., GE) deal with sudden, existential crises and how the identity of corporate leaders affects firm restructuring and performance during crisis.

The study as a whole provides several important insights. The key finding is that the

respective (social) identity of corporate leaders has a decisive influence on the reaction of companies to the crisis, and the social context of a company determines how this reaction is perceived by organizational stakeholders.

On the one hand, founders tend to take particularly bold countermeasures in crises compared to professionally run companies. They often go too far in their measures and tend to do more harm than good to their company. The researchers attribute this behavior to the special importance the company has for the founder. Being the creators of the company, founders seem to leverage any means to save their company. The cost-efficiency of such measures seems to be less important than the essential preservation of the company. This crisis reaction becomes particularly harmful with increasing firm age. The authors attribute finding to the fact that employees, suppliers, etc. de-

velop a particular set of expectations towards the founder over time. It appears that founders find it difficult to live up to those expectations if, during the crisis, they are primarily concerned with maintaining the company (and thus, for example, less with preserving jobs).

In contrast, the study also shows that family businesses place particular importance on preserving jobs in times of crisis, while their restructuring measures otherwise do not differ from those of widely-held companies. Especially in severe crises and at an advanced age of the company, such a reaction to the crisis pays off particularly. The researchers attribute this insight specifically to the large degree of cohesion within family businesses (social capital). When family firms react particularly responsibly to a crisis, employees, suppliers and other organizational stakeholders appear more willing to do their part to save the company.



RESEARCH COOPERATION PROJECTS

Collaborating with Prof. M. Colombo and Assistant Prof. M. Guerini (Politecnico of Milano)

Nico Zeiner (photo below) and Prof. Hoisl are collaborating with Prof. Massimo Colombo and Assistant Prof. Massimiliano Guerini from Politecnico di Milano to conduct research on young firms that develop radical inventions.

The first objective of this study is to analyze how the contrasting information contained in the signal sent by patents that protect radical inventions affects the decision-making of venture capital investors. The second objective is to investigate the role of venture capital investors in supporting the entrepreneurial activities and subsequent performance of these firms. As part of this collaboration, Nico Zeiner completed a three-month research stay at the Politecnico di Milano in early 2020.



Collaborating with Prof. Sankar Sen (Baruch College, NY, USA) and C.B. Bhattacharya (University of Pittsburgh)

Prof. Laura Marie Edinger-Schons is collaborating with Prof. Sankar Sen (Baruch College, NY, USA) and C.B. Bhattacharya (University of Pittsburgh) to investigate the effect that higher purpose statements of companies have on employees of companies. Given the sustainability challenges humanity faces, companies need to go beyond sustainability rhetoric to motivate and enable all their employees to incorporate sustainability into their jobs.

The team of co-authors proposes a novel conceptual framework that establishes the key role of a higher corporate purpose in driving employees' sustainability behaviors, via the mediating role of the psychological ownership of sustainability among employees. Through five studies, two of which are conducted in collaboration with partner companies, and responses from more than 1,600 employees, they establish a company's articulated purpose, the autonomy employees feel, and the self-importance of their moral identity as interactive drivers of sustainability ownership and sustainability behaviors. Specifically, these are highest when employees (a) perceive their employer to have a higher purpose beyond profit maximization, (b) perceive high autonomy, and (c) morality is an important part of their sense of who they are.

Collaborating with D. Korschun (Drexel University, Philadelphia)

Together with Daniel Korschun of Drexel University, Philadelphia, Prof. Edinger-Schons and Moritz Appels are investigating consumer reactions to corporate sociopolitical activism. In experiments, they investigate how this activism must be designed to increase subsequent attitudes towards the focal company and consumers' economic and political behaviors.

Ifm & Sustainable Business collaborating

Marc Kowalzick (ifm, Mannheim) and Moritz Appels (Sustainable Business, Mannheim) are researching the impact of CEO traits and cognitive distortion on organizational trajectories. Particularly, using panel data and unobtrusive measures of CEO characteristics, they investigate the impact of CEO characteristics on their proclivity to implement social change both within and outside of their organizations.

THIRD-PARTY FUNDS PROJECTS

Organization Design for Digital Transformation

Addressing the Challenge of Digital Transformation through Organization Design – Volkswagen Foundation provides funding for 5 years

Recent technological advances, such as machine learning, use of cloud-computing, and blockchain have created tremendous opportunities for all types of organizations. Although organizations are racing to harness the predictive power of big data, most have been unsuccessful in transforming into data-driven organiza-

tions, mainly because this transformation poses a huge challenge to organization design. For instance, big data enables innovative business models, shifts the internal distribution of power, changes structures and hierarchies, increases the speed of decision-making, requires new capabilities, and changes organizational culture.

Recognizing the need to tackle this challenge, the Volkswagen Foundation awarded funding via the MOMENTUM grant to Prof. Karin Hoisl for a 5-year re-

search program, which will aim to develop an overarching theory that explains the emergence of new organization designs and provides insight into how organizations transform into digital organizations. Not only will the insights from this study provide impetus for theoretical developments, they will also directly help organizations address fast-paced change and fully exploit the potential of big data for remaining competitive and surviving in the long run.

Funding Extended for the Mittelstand 4.0 Centre of Excellence for Usability

The funding, provided by the German Federal Ministry of Economic Affairs and Energy (BMWi), will extend the Mittelstand 4.0 Centre of Excellence for Usability by another two years. In addition to the Institute for SME Research (ifm) at the University of Mannheim, several other renowned institutions in Germany such as the Karlsruhe Institute of Technology, the Technical

University of Berlin, the Fraunhofer Institute for Industrial Engineering and the Stuttgart Media University contribute to the Centre of Excellence for Usability.

Starting in 2017, the Centre supports SMEs in exploring, testing and applying current usability and user experiences (UUX) practices. In doing so, the research unit “Digitization and competitiveness of SMEs” at

ifm focuses amongst others on user-friendly digital solutions that facilitate cooperation within corporate networks.

Overall, the Centre of Excellence for Usability is part of the national funding initiative “Mittelstand-Digital” by BMWi which shows SMEs the manifold opportunities of digitization and provides them with specific support.

Funding Extended for the Mittelstand 4.0 Centre of Excellence for Planning and Construction

The funding, provided by the German Federal Ministry of Economic Affairs and Energy (BMWi), will extend the Mittelstand 4.0 Centre of Excellence for Planning and Construction by another two years. Besides the Institute for SME Research (ifm) at the University of Mannheim, the Fraunhofer Institute for Building Physics (Valley) and the Institute for Factory Operation and Automation (Magdeburg) as well as the Jade University of Applied Sciences (Magdeburg) and the eBusiness Centre for construction trades (Kaiserslautern) contribute to the Centre.

While focusing on the entire value chain of construction – ranging from project design, to planning, on-site execution, building trades and the subsequent operations of buildings – the Centre supports since 2017 the digital transformation of SMEs in the construction and real-estate sector all across Germany. In doing so, it provides rich information about the manifold possibilities of digital solutions and demonstrates how to successfully implement those into the business context.

The research unit “Digitization and com-

petitiveness of SMEs” at ifm addresses the digital transformation in the early development phase of construction projects and focuses amongst others on the overarching issue of change management processes in the construction sector. Overall, the Centre of Excellence for Planning and Construction is part of the national funding initiative “Mittelstand-Digital” by BMWi which shows SMEs the manifold opportunities of digitization and provides them with specific support

Smart and Sustainable Cities Project sMArtroots

In collaboration with the City of Mannheim, the Chair of Sustainable Business develops an impact logic and impact measurement system for the smart and sustainable cities project “sMArtroots”. Cities are becoming an increasingly important platform for sustainable development and urgently needed progress towards the United Nations Sustainable Development Goals. With this project, the City of Mannheim is taking one more step to be a sustainable cities pioneer.

Gemeinsam Neues Schaffen with BASF

On a yearly basis, the corporate citizenship program “Gemeinsam Neues Schaffen” (GNS) of BASF supports about 20 projects from various fields such as education, sports, and culture that want to contribute to a thriving environment in the Rhine-Neckar region.

In 2020, the Chair of Sustainable Business supported GNS in two functions for the third time in a row: First, an impact evaluation was carried out to help BASF to understand the program’s effect on its target groups. Second, a social impact measurement online workshop series was conducted. The workshops were open for members of the social projects as well as master students of the University of Mannheim as part of their curriculum. The students worked together with the project members in small groups to measure the project’s impact and report it to internal and external stakeholders.

This year’s workshop series also included corona-specific projects, e.g., food trucks which provided food for homeless people. To share the gained experience and best practices of this format with other actors, the Chair participated in the VHB’s call for

inspiration. The initiative collected contributions of universities that demonstrate how to overcome challenges caused by the pandemic.

Watch: https://youtu.be/Rc_bqazPAz8

Meet and Code 2020

Once a year, the Meet and Code program supports coding and programming events all around Europe, which are part of the EU Code Week. The program is organized and initiated by Haus des Stiftens gGmbH with support from SAP, the TechSoup Europe network and the Federal Minister of the Interior. The aim of the Meet and Code program is to introduce children and young people between the ages of 8 and 24 to the world of technology and programming.

This time, the event changed to an online format. For the second time in a row, the Chair of Sustainable Business conceptualized and conducted the program evaluation and impact measurement of Meet and Code. More than 6,800 participants responded to the respective survey. The results informed the organizers, partner organizations, and the general public about the various impacts of the program and provided exciting insights into the digitalization of non-profit organizations during the Covid-19 pandemic.

Digital-Report 2020

In April 2020, Laura Marie Edinger-Schons and Manuel Reppmann from the Chair of Sustainable Business published the Digital-Report 2020 together with co-authors from Haus des Stiftens gGmbH and CorrelAid e.V. The Report was funded by the Federal Ministry of the Interior. It presents an overview of the status quo of the digitalization of German non-profit organizations. In more detail, the study provides insights into topics such as IT-infrastructure

and budget allocation, usage of technologies, digital competences, and other organizational capabilities. In addition, the data is also available via an interactive online platform that allows organizations to compare their degree of digitization with other organizations.

Findings of the study were also shared in several workshops and talks over the year, e.g., at the Digital Social Summit in April, deutsche Stiftungsakademie in August, and the Digital Camp in November. Currently, the Chair and Haus des Stiftens are preparing a follow-up study to the Digital-Report 2020 to quantify the effect of the Covid-19 pandemic on the digitalization of the non-profit sector. The Federal Ministry of the Interior already granted the funding necessary to conduct the study. The start of the survey is planned for December 2020. Results are expected to be available in March 2021.

Common Value-Sponsoring with TSG Hoffenheim

The traditional concepts of sport sponsoring are undergoing a significant change. Consumers are passionate about more than just attending live events. According to a growing number of practitioners, a yet rarely acknowledged but promising form of engagement is when a brand and property build on purposeful thematic partnerships to leverage sponsoring outcomes. Together with the TSG Hoffenheim soccer club, the Chair of Sustainable Business carried out a study that shed light on the value that partnerships between soccer clubs and sponsors in the field of sustainability can create for sponsors. A number of findings that emerged from this study were integrated into TSG Hoffenheim’s current strategy development process “TSG ist Bewegung”. A summary of the study is available upon request.

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AWARDS

The research team of **Jan-Philipp Ahrens, Marc Kowalick, Jochim Lauterbach, and Jennifer Petriglieri** received the IECER (2020) Best Article Award at the 18th Interdisciplinary European Conference on Entrepreneurship Research for their work on “Business on the Line: Entrepreneurs and Family Firms in Crises”. Furthermore, the paper was also nominated for Best Article Award at the 24th Interdisciplinary Annual Conference on Entrepreneurship, Innovation, and Mittelstand.

The Student Council of the Faculty of Business awarded the Teaching Award 2020 (Fachschaftslehrpreis 2020) to the **Chair of Organization and Innovation**. The up-to-date content delivered via case studies and the fast digitalization of Bachelor and Master courses were decisive factors for the Council to honor the Chair with the award.

Prof. Hoisl was nominated for the Technology and Innovation Management Division's Best Paper Award at the Academy of Management Annual Meeting for the paper "Filling the Gap - Firm Strategies for Human Capital Loss". Written in collaboration with Matthias Dorner, Fabian Gaessler, Dietmar Harhoff and Felix Poege, the paper explores the effects of the premature death of an inventor on the performance and career trajectories of the surviving co-inventors.

During this year's European Academy of Management (EURAM) Conference, two PhD students of the University of Mannheim were awarded the 2020 Best Paper Award in Strategic Management. The annual EURAM Conference is one of the most important European conferences for management research and, this year, took place virtually from December 4th to 6th. In their paper entitled "Risk-Takers – What Else? CEO Hubris, Risk-Taking, and Strategic Renewal", **Marc Kowalick**, Chair of SME Research and Entrepreneurship, and **Moritz Appels**, Chair of Sustainable Business, trace the implications of CEO hubris for firms' strategic change and, in doing so, derive evidence contrary to extant literature's propositions on this association. The paper was selected as the best paper of the "Strategic Responsiveness and Organizational Adaptation"-track as well as the overarching Strategic Interest Group on Strategic Management.

Leo Schmallenbach received the "Best Reviewer Award" for his excellent reviews for the Technology and Innovation Management Division as part of the Academy of Management 2020 Annual Meeting paper review process.

Himani Singh received the "Outstanding Reviewer Award" for her excellent reviews for the Strategizing Activities and Practices Interest Group as part of the Academy of Management 2020 Annual Meeting paper review process.

Himani Singh, Mona Reber and **Leo Schmallenbach** were nominated for the Young Scholar Award in Economics & Management at the European Policy for Intellectual Property (EPIP) Online Conference 2020 for their paper: "Do Some Stars Shine Brighter than Others? The Role of Female Stars in Teams of Knowledge Workers".

RESEARCH PRESENTATIONS 2020

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 2020, online

Association for Consumer Research (ACR) Conference 2020, online

Copenhagen Business School brown bag seminar (Department of Strategy and Innovation), online

DRUID Academy Conference, Odense, Denmark

EIASM Workshop on Managing Arts and Culture Organizations, online

European Academy of Management (EURAM) 2020, online

European Group for Organizational Studies (EGOS) 2020, online

European Group of Public Administration (EGPA) Annual Conference 2020, online

EPIP 2020 Conference, online

International Conference on Information Systems 2020 (ICIS), online

Research on Innovation, Science and Entrepreneurship (RISE), Workshop, Max-Planck-Institute, Munich, Germany

Strategic Management Society 40th Annual Conference, online

AREA MEMBERS NEWS

Achim Oberg has Accepted W3-Professorship at Hamburg University

With the beginning of the winter semester 2020, Prof. Dr. Achim Oberg has taken up the W3-Professorship “Sociology, incl. Digital Social Science”/ “Sociology with a Focus on Digital Social Science” at the University of Hamburg.

Achim Oberg will continue his role as head of the team “Digitization and competitiveness” at the Institute for SME Research (ifm) of the University of Mannheim to further strengthen the close collaboration on theory and methodology development.



Leo Schmallenbach Awarded with the Fellowship of the Joachim Herz Foundation

Leo Schmallenbach, PhD candidate at the Chair of Organization and Innovation held by Prof. Hoisl, has been awarded the Add-on-Fellowship for Interdisciplinary Economics and Interdisciplinary Business Administration by the Joachim Herz Foundation. Leo Schmallenbach is one out of twenty junior researchers who were selected to join the Fellowship program in 2020.

The research grant is awarded to early-career academics who intend to deepen their skills in fields related to business administration and economics and whose research could benefit from such skills. Over the course of the next two years, Leo Schmallenbach will be supported with an

amount of up to 12,500 €. He will use most of these funds to finance a research stay at the University of California in Los Angeles (UCLA) where he can collaborate with and learn from some of the leading experts in his area of research.

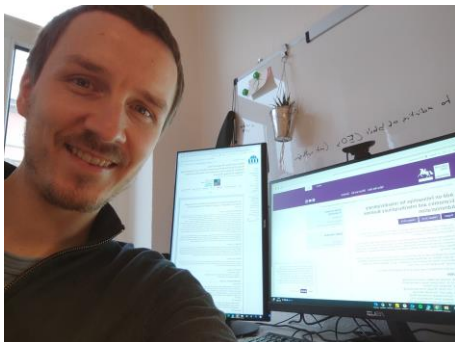
Leo Schmallenbach’s research is located at the intersection of sociology and innovation management. In his dissertation, he studies the influence of social roles and social expectations on knowledge work. In one of his recent projects, together with two co-authors, he investigates how inventor teams with female versus male star inventors differ in how they generate new knowledge. The authors find that, on aver-

age, teams with female stars tend to recombine knowledge more broadly than teams with male stars. They attribute these effects to differences in how the non-star team members communicate and interact with each other as well as the star inventor.



Moritz Appels Awarded Fellowships of the Joachim Herz Foundation & Wikimedia

Moritz Appels, PhD student at the Chair of Sustainable Business, was awarded two Fellowships in 2020. He received the Add-on Fellowship for Interdisciplinary Econom-



ics and Interdisciplinary Business Administration by the Joachim Herz Stiftung. He will be financially supported with 12,500 € in his empirical research on the interplay of political and economic actors. He will primarily use these funds to conduct experiments on the implications of CEO sociopolitical activism on stakeholder behaviors. For example, a current working paper, co-authored by Prof. Edinger-Schons and Daniel Korschun (Drexel University, Philadelphia), explains how this nascent political role of economic actors incites the degree of political participation in civil society.

Moreover, Moritz Appels has been awarded the Fellowship Freies Wissen by Wikimedia Deutschland, in which he is supported with 3000 € in making data he is currently collecting with Marc Kowalick of the Chair of SME and Entrepreneurship open access. In their joint research, the PhD students investigate the impact of CEO personality constructs such as hubris or narcissism on various company trajectories. To lower the barriers of conducting strategic leadership research, Marc Kowalick and Moritz Appels are building a freely accessible database for manually coded variables.

NEW DOCTORAL STUDENTS



Christina Kannegießer

- PhD Student in the CDSB Program (Area Management), since 2020, GESS, University of Mannheim, Chair of Sustainable Business
- Master's degree: Master of Science (M.Sc.) in Business Administration, 2020, University of Mannheim
- Bachelor's degree: Bachelor of Science (B.Sc.) in Business, Language and Culture, 2016, Copenhagen Business School



Louis Vandepoele

- PhD Student in the CDSB Program (Area Management), since 2020, GESS, University of Mannheim, Chair of Strategic and International Management
- Master's degree: Master of Science (M.Sc.) in Business Administration, 2020, University of Mannheim
- Bachelor's degree: Bachelor of Arts (B.A.) in Business Administration, 2017, Cooperative State University Baden-Wurttemberg



Viktoria Wieschollek

- PhD Student in the CDSB Program (Area Management), since 2020, GESS, University of Mannheim, Chair of Business Administration, Human Resource Management and Leadership
- Master's degree: Master of Science (M.Sc.) in Business Administration/ Management, 2020, University of Mannheim
- Practical experience: e.g. Daimler AG, Germany (2017)
- Bachelor's degree: Bachelor of Arts (B.A.) in Business Administration and Banking, 2016, DHBW Karlsruhe

ALUMNI

Jenni Sipilä



Jenni Sipilä was the first post-doctoral researcher at the Chair of Sustainable Business. She joined the team in summer 2017 for a research visit and it quickly became apparent that she was the perfect addition to the team.

She left the Chair at the end of February 2020 because she received an offer for her first professorial position at LUT University in her home country in Finland (Congratulations Jenni for this great success!). She took over a position as an Assistant Professor (Tenure Track) and she pursues her work in the area of sustainability and consumer psychology further.

COMPLETED DISSERTATION

Chris Kaibel



The advances in machine learning provide several research opportunities for organizational research. In the first study of his cumulative dissertation, Chris Kaibel investigates how machine learning algorithms can be used to make experiments in the workplace more efficient and more ethical. In the second and third studies, he examines the use of machine learning algorithms in the workplace from an applicant's perspective. Specifically, he investigates the effects of using algorithms in the employee selection process on applicants' fairness perceptions and organizational attractiveness, as well as the conclusions that applicants reach about an organization's intention for relying on algorithms instead of human experts when making hiring decisions.

He successfully published his first study in *Organizational Research Methods* and an abridged version of his second study as one of the Best Papers in the Academy of Management Annual Meeting Proceedings 2019.

Chris Kaibel received his Ph.D. at the Chair of Business Administration, Human Resource Management and Leadership of Prof. Torsten Biemann and is now working as Project Lead People Analytics at Roche Diagnostics GmbH in Mannheim.

Max Mühlenbock



While longitudinal career datasets are becoming more and more freely available, the researchers' methodological toolkits need to grow alongside them in order to utilize the data to their fullest.

To help expand researchers' toolkits, the three individual contributions of Max Mühlenbock's dissertation all either showcase how to use existing methods or introduce new longitudinal methods for career research. In the first study, he examines the interplay, between career success, personality and risky career moves. In the second study, he introduces three extensions to a matching algorithm and explains how these extensions can be used to answer novel questions in the area of career research. In the third study, he uses one of the previously introduced extensions, namely, Sequence-Based Matching, to investigate the gender pay gap in early careers. A part of his work has been published in the *Journal of Vocational Behavior*.

Max Mühlenbock received his Ph.D. at the Chair of Business Administration, Human Resource Management and Leadership of Prof. Torsten Biemann and is now working as an HR Data Scientist at SAP in Walldorf.

TEACHING NEWS

Prize Winners Digital Innovation in Teaching

Following the call for proposals for “Digital Innovations in Teaching”, Prof. Dr. Bernd Helmig and Simon Thimmel are among the prize winners with their project in the FSS 2020. The project for the digitalization of nonprofit management teaching aims to provide students with a practice-oriented, interactive and at the same time scientific introduction to the management of nonprofit organizations. In this context, the unique features and challenges of an increasingly professionalized and growing nonprofit sector are worked out by the students on the basis

of the different management functions of governance, human resources, marketing, fundraising and financing.

The structure of this project consists of a lecture series with short videos provided in digital format, a practitioner’s lecture and five exercises as face-to-face sessions. In the course of the exercises, the thematic basics will be transferred to the practice of nonprofit organizations utilizing case studies and management simulations. In particular, the critical appraisal of digital donation appeals and marketing

measures will be encouraged and finally discussed scientifically. Based on this, the students develop in groups an analysis portfolio on the concepts and actions of their assigned nonprofit organization using the information available on the websites regarding the management functions governance, human resources, marketing, fundraising and financing.

<https://www.uni-mannheim.de/infos-fuer/forschende-und-lehrende/lehren/tag-der-lehre/foerderpreis-digitale-innovation-in-der-lehre/>

MAN 721 Reducing the Distance while Teaching Virtually: Using Crowdsourcing to Personalize Students’ Learning Experiences

Every semester, the Chair of Organization and Innovation (Prof. Karin Hoisl) offers the Master course “MAN 721 Research Seminar Organization and Innovation”. In the seminar, students are encouraged to write a theoretical paper on an overarching research topic in the field of strategic organization and innovation. The key goal is to equip students with the knowledge and skills required to write their Master theses.

In the past, the topic of the seminar was selected by the Chair. However, a different approach was adopted in the fall semester of 2020. As virtual teaching can create barriers between teachers and students, the Chair attempted to close this distance and personalize the learning process while simultaneously fostering motivation and commitment, by directly involving students in the selection of the topic on which they would write their seminar theses. Specifically, before the start of the semester, students had the opportunity to participate in a survey where they indicated their preferences

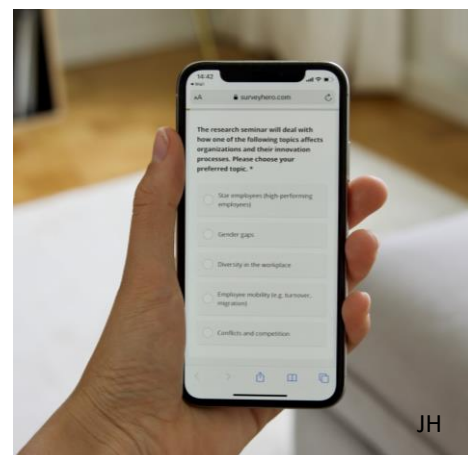
regarding the topic of the seminar. They could choose among several themes ranging from issues of current social relevance, such as gender gaps and diversity, to issues dealing more with organizational processes and special employee groups, such as star performers.

Several students participated in the survey over the course of two weeks. “Competition and conflicts” emerged as the winning topic, receiving over one-fourth of the votes from the survey respondents. Students participating in the seminar later explained that they were attracted to this topic due to its extensive relevance and the possibility of examining a wide range of effects for organizations and innovation.

Consequently, the theses written by the students this semester analyzed how conflicts and competition positively and negatively affect organizations and innovation in a number of ways, including their impact on firm-level outcomes, such as knowledge creation, market entry decisions and organizational change, as well

as internal organizational behavior, such as advice seeking and creativity.

Overall, the crowdsourcing process was favorably received by the course participants, as it allowed personalization of the teaching content to fit squarely with students’ interests and preferences. Crowdsourcing was, therefore, a valuable tool for getting closer insight into students’ interests and encouraging student engagement in the times of virtual teaching.



MAN 710 Researching Social Start-Ups

In autumn 2020, the research seminar MAN 710 of the chair of business administration, public & nonprofit management (carried out by Dr. Benedikt Engler) took place in cooperation with four local start-ups from the region. In cooperation with the S-Hub, Nox, Traum-

schmiede and the Yunus Environment Hub, the students researched value creation processes in social start-ups. In the course of the seminar, both scientific methods were conveyed and the empirical data collection and analysis was carried out. Thereby, the students were best

prepared for writing their master's thesis. At the same time, the research results can help the practice partners to reflect on their value creation processes and potentially adapt these.

MAN 646 People Analytics Escape Room: Towards a more Data-Driven Human Resource Management

In the Master course MAN 646 HR Analytics, Prof. Torsten Biemann and Madleen Meier-Barthold introduce HR analytics as a management practice that uses data and statistical analyses to improve decision quality in HR management. The goal is to enable students to quantitatively assess the impact of policies and practices in HR management and to critically evaluate how these actions can add value at the employee- and firm-level. The course HR Analytics comprises lectures, exercises, and –this year for the first time – a one-day team challenge that we labeled People Analytics Escape Room, as its concept is comparable to escape rooms or hackathons.

Early in the morning on November 13, 2020, around 40 Master students gathered virtually to tackle the team challenge. Students had to take on the role of members of the new people analytics

team at EuroRail, a fictitious multinational railway company that has set its focus on improving HR activities to offer a better service to customers and become a more attractive employer. They found themselves confronted with the challenge to solve one of five business cases, all aiming at improving HR activities at EuroRail, e.g. finding ways to reduce employee turnover or improve customer satisfaction.

Provided with simulated company data, students had to work in teams to find answers to their case questions in the data and approach critical company stakeholders to gain their support in two key challenges. First, after initial data analyses in the morning, the teams had to schedule meetings with the work council of EuroRail and convince an employee representative that more data is necessary for in-depth analyses. Second, at the

end of the challenge in the late afternoon, the teams had to present their final results to the management board of EuroRail and demonstrate that their proposed solutions are important. To make it a realistic setting, we included real managers and work council members in the two key challenges – We would like to thank Dr. Frank Danesy, Stefan Heeke, Dr. Chris Kaibel, Andreas Kemper, Alex Kurta, Christin Šimatić, and Norbert Wilkens for their participation as board member or employee representative.

Overall, we believe that we created an exciting and instructive learning experience which allowed the students to apply their new knowledge in a realistic setting, gain experience with data analyses, and improve their team working skills.

MAN 664 Sustainability Games

In the course sustainability games, co-organized by Laura Marie Edinger-Schons and Carmela Aprea in the last spring semester, students worked together in teams of 4-5 to develop a game with the goal to convey knowledge about a topic related to sustainability. During the first day, the lecturers provided some introductory guidance on sustainability and game design. Subsequently, design thinking methods were used to guide the stu-

dent teams through the game development process. At the end of the semester, the students produced video summaries of their game ideas. This first pilot of this new teaching format received a very positive evaluation with example statements of participants saying "Creating a game is the best idea one can have for a uni course!" or "I really liked the fact that the course had both sustainability and educational aspects. I think that

there should be more cooperation between chairs. It was also great that the theoretical knowledge learned in the course could be directly put into practice."

An example video can be found here: https://www.youtube.com/watch?v=gEz6LZGP_5I&t=3s

MAN 667 Social Impact Measurement

From April to May, the Chair for Sustainable Business held a workshop series on social impact measurement for the third year in a row. Together with master students from the University of Mannheim and social actors from the MRN, pragmatic solutions for social problems also related to the corona crisis were developed. Through this format, the Chair

wanted to foster collective impact by providing a platform for networking and enhancing impact orientation. The workshop series was made possible financially by BASF. The format is currently presented under the title “Wirksam durch die Krise” as part of the VHB100 Call for Inspirations on the VHB website.

Find out more about the format: https://vhbonline.org/fileadmin/user_upload/Informationsblatt_zum_Videobeitrag_Wirksam_durch_die_Krise.pdf

Trailer: https://youtu.be/Rc_bqazPAz8

MAN 454 Science for Future

A new teaching format that Laura Marie Edinger-Schons of the Chair of Sustainable Business offered in spring 2020 together with Prof. Annette Kehnel and the group of the Scientists for Future Mannheim within all Bachelor programs was the lecture series ‘Science for Future’. The goal of this interdisciplinary lecture series was to raise awareness for the potential of scientific research to contribute

to sustainable development as defined in the United Nations Sustainable Development Goals. Mannheim-based researchers from various disciplines including economics, psychology, history, political science, philosophy, information systems, and business management (amongst others) were invited to present their work on sustainability-related topics.



MAN 455 Digital Social Innovation Lab – Young Academy

The Digital Social Innovation Lab (DSI Lab) is an incubator lab for student teams who focus on digital solutions for social and environmental problems. This teaching format is co-created by the Chair of Sustainable Business, SAP, and Social Entrepreneurship BW. The Young Academy Version of the DSI Lab is tailored to Bachelor students from the fields of Management and Business Informatics.

Over the course of four intense digital workshop sessions, the student teams learned how to build a theory of change for their projects, got insights on business development, social impact measurement, storytelling, and created a first digital prototype of their service or solution.

The sessions incorporate Design Thinking methods and were complemented by

guest talks from the private and non-profit sector. Each student team got supported by experienced employees of SAP. At a final event, the students pitched their business ideas in front of an expert jury. The best idea received an award and the teams have the possibility of starting spin-off start-ups based on their projects.

Sustainability & Entrepreneurship: Certificate Program

Our 5th semester Bachelor students this year missed out on studying abroad in the fall semester due to the Covid-19 pandemic. To offer them an alternative at home, Michael Woywode, Chairholder of the Chair of SME Research and Entrepreneurship and Laura Marie Edinger-Schons, Chairholder of the Chair of Sustainable Business organized an 8 weeks

certificate program on sustainability management and entrepreneurship, including contributions from many of the Business School faculty members. In the first week, the certificate program kicked off with a guest lecture series on the topic of sustainability management and entrepreneurship. In this lecture series, practitioners from corporate sustainability

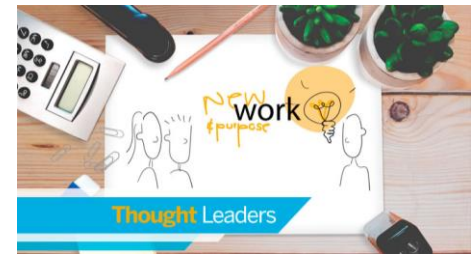
management, non-profit organizations, and social entrepreneurship start-ups presented and discussed their sustainability-related activities, goals, as well as the challenges which they face during their everyday business.

MOOC on New Work and Purpose

Together with Manuel Kreitmeir of Soc-EntBW, Mannheim Business School, and OpenSAP, Prof. Laura Marie Edinger-Schons produced a Massive Open Online (MOOC) course on the topic of New Work and Purpose which started in June, 2020. The MOOC deals with questions like “How do we want to work in the future? What is the purpose of business?” and covers topics around digitalization and la-

bor markets, purpose and job meaningfulness, corporate democracy and new organizational structures, post-growth economy and markets, as well as social entre/intrapreneurship and sustainability. The course includes expert voices from academia, politics and diverse organizations including Lufthansa, SAP, Deutsche Telekom but also small startups like Einhorn condoms.

For more information, please visit:
<https://open.sap.com/courses/nw1-tl>



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

Frank den Hond Hanken School of Economics	Moral Judgment in the Age of Algorithms
Andrew Crane Bath School of Management	Hybrid Freedom: Worker Hostels and the Problem of Freedom and Unfreedom in South Indian Garment Supply Chains
Maximilian H. Theissen & Hubertus H. Theissen University of Cambridge WHU-Otto Beisheim School of Management	Commentaries in Management Research: Answers to Frequently Asked Questions
Heiko Breitsohl University of Klagenfurt	Causal Inference for Mediation Effects in Management Research: A Review, Framework, and Ways to Move Forward
Likoebe Maruping Georgia State University	Observational Research on Team Problem Solving in Non-Routine Tasks: An Escape Room Study
Daniel Korschun Drexel University LeBow College of Business, Philadelphia	Don't mix Business with Politics? Understanding Stakeholder Reactions to Corporate Socio-Political Activism
Kim De Meulenaere University of Antwerp	Measuring Diversity in the Workplace: An Extended and Unified Framework
Dominik Vogel University of Hamburg	In peer-reviewed research we trust? How trustworthy is (public) management research?
Wolfgang Sofka & Christoph Grimpe Copenhagen Business School	From Theory Contribution to Introduction of a Management Journal Submission

PRACTITIONERS' LECTURES

ANDERSCH AG, Dr. Christoph Schuler, Director & Stanko Kondić, Manager: Distressed M&A, in MAN 654 Corporate Restructuring (SPRING 2020).

ANDERSCH AG, Dr. Henning Syllwasschy, Caspar Heidbrink & Lukas Thesker: Digital Strategy, in MAN 301 Strategic and International Management (FALL 2020).

Allianz Global Investors, Daniel G. Boyé, Director IT Services & Operations & Nodir Yunuskhodjaev, VP IT Vendor Management: Outsourcing, in MAN 654 Corporate Restructuring (SPRING 2020).

Arthur D. Little, Mr. Wilhelm Lerner, Senior Partner, & Dr. J. Felix Rippel, Manager: Project Case on the Effects of the Corona Crisis for Business Development in the Telecommunications Market, in MAN 695 Project Course Innovation Management (FALL 2020).

A.T. Kearney, Dr. Peter Pfeiffer, Senior Partner and Managing Director: Case Studies on Motivation, Negotiation, Leadership, and Organizational Change, in MAN 691 Selected Topics in Organizational Behavior (SPRING 2020).

BASF, Talke Schaffranek: Circular Economy Business Models, in Sustainability Management & Entrepreneurship - Guest Lecture Series (FALL 2020).

Biennale für aktuelle Fotografie, Yasmin Meinicke, Managing Director, Revenue diversification and fundraising, in MAN 675 Fundraising Management (FALL SEMSTER 2020).

Caritas Europa, Esther Bohé, Policy & Campaign Officer, in MAN 451 Introduction to Nonprofit Management (SPRING 2020).

In March 2020, Esther Bohé (photo on the right) visited the Chair of Business Administration, Public & Nonprofit Management to hold a practitioner's lecture in the bachelor course on nonprofit management. In her talk, she presented the mission, structure and work of Caritas on an European level. Furthermore, Bohé used the project MIND (Migration. Interconnectedness. Development) to illustrate different process steps from call for proposals to the final project implementation. Twelve different Caritas organizations cooperated in the 3-year project funded by the European Commission to raise awareness on motivations that compel people to migrate and to support a welcoming environment in Europe. All in all, the students learned about opportunities and challenges of EU funded project concerning collaboration, staff recruitment, external support, monitoring and reporting.



Cordes IP, Dr. Alexandra Cordes, Founder: IP Strategy, in MAN 693 Strategic Intellectual Property Management (FALL 2020).

Daimler AG, Wilfried Porth, member of the board of management, in MAN 645 Leadership & Motivation (FALL 2020).

Deutsche Telekom, Jörg Weber & Georg Willig: M&A at Deutsche Telekom, in MAN 656 Mergers & Acquisitions (FALL 2020).

Ebner Stolz Management Consultants, Dr. Jens Petersen, Partner & Dr. Marius Ziegler, Senior Manager: Managing Turnarounds, in MAN 654 Corporate Restructuring (SPRING 2020).

Ebner Stolz Management Consultants, Dr. Marius Ziegler, Senior Manager, Jonas Rabenstein & Lukas Weiss, Consultants: Distressed M&A, in MAN 656 Mergers & Acquisitions (FALL 2020).

EY-Parthenon, Dr. Johannes Zuberer, Partner, & Dr. Vladislav Kulikov, Manager: Due Diligence, in MAN 692 Organization Theory (FALL 2020).

FICO Germany GmbH, Dr. Sebastian Hetzler, Vice President Product Management and Managing Director: Systems theory and Cybernetics, in MAN 692 Organization Theory (FALL 2020).

GLS Bank Bochum, Jan Köpper, Head of Impact Transparency, in CC 504 Corporate Social Responsibility (SPRING 2020).

hkp///, Dr. Pia Lünstroth, Senior Manager, in MAN 648 Incentives & Performance (SPRING 2020).

Investors Marketing AG, Dr. Klaus Schüler, Principal: Dynamic Capabilities & Digitalization, in MAN 692 Organization Theory (FALL 2020).

John Deere, Dr. Thomas Peuntner, Global HR Director Europe, Northern Africa, Near and Middle East, CIS: Organizational Structure, in MAN 401 Organization & Human Resource Management (SPRING 2020).

Knorr-Bremse AG, Markus Helle, HR Transformation Program Manager Global: Strategic & International HRM at Knorr-Bremse, in MAN 647 Strategic and International HRM (SPRING 2020) and in MAN 352 Human Resource Management (FALL 2020).

Lufthansa Innovation Hub, Dan Kreibich, Venture Development Manager, in CC 504 Corporate Social Responsibility (SPRING 2020).

McKinsey, Dr. Manuel Altmeier, Associate Partner, in MAN 301 (FALL 2020).

Mercer, Dr. Björn Hinderlich, Senior Principal, in MAN 648 Incentives & Performance (SPRING 2020).

Mercer | Promerit, Kai Anderson, Partner: Leadership in the digital age, in MAN 645 Leadership & Motivation (FALL 2020).

On October 27, Kai Anderson (photo on the right), Partner at Promerit, discussed with our students in a virtual session how leadership must change in the digital age. Environmental changes and new organizational structures require leadership approaches that embrace increasing complexity and ambiguity, resulting in less hierarchical and more agile leadership models. Kai Anderson gave our students insightful practical examples and provided important insights on the different leadership roles that are nowadays needed.



Merck KGaA, Jonas Kölle, Head of Trademarks: Trademarks Protection in Pharmaceutical Multinationals, in MAN 693 Strategic Intellectual Property Management (FALL 2020).

Microsoft Deutschland, Astrid Aupperle, Head of Philanthropies and CSR, in CC 504 Corporate Social Responsibility (SPRING 2020).

People Consulting, Martin Claßen, founder, in MAN 646 HR Analytics (FALL 2020).

Premium Cola, Uwe Lübbermann, Founder, in CC 504 Corporate Social Responsibility (SPRING 2020).

Every semester, the Chair of Sustainable Business is organizing an open guest lecture series with different practitioners as a part of the lecture "Corporate Social Responsibility" (CC 504). Guest lecturers include CSR managers from large companies, founders of small start-ups, as well as social activists from NGOs. This fall semester, Uwe Lübbermann (photo on the right) talked about how consensus democracy helped premium cola to be resilient during the last months of covid-19. Second, Astrid Aupperle and Josef Sühr gave us insights into corporate philanthropy and partnerships at Microsoft Germany. Third, Jan Köpper discussed sustainable finance transparency and impact measurement at GLS Bank with us. Fourth, Susan Ranchber from right.based on science delved deeper into understanding climate impacts of companies, presenting their XDC-Model to our students. Fifth, and last but not least, Elena Kirova from share explained their 1+1 sharing business model. Visit: <https://www.youtube.com/c/ChairofSustainableBusinessUniMannheim>



PricewaterhouseCoopers (PwC), Marcel Aurnhammer, Director, & Timo Sommerfeld, Manager for Digital Transformation: Coordination – Control & Change, in MAN 401 Organization & Human Resource Management (SPRING 2020).

right.based on science, Susan Ranchber, in CC 504 Corporate Social Responsibility (FALL 2020).

Robert Bosch GmbH, Uwe Raschke, Member of the Board of Management, in MAN 645 Leadership & Motivation (FALL 2020).

Roland Berger, Georg Harenberg: Restructuring consulting, in MAN 770 (SPRING 2020).

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 5th 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.



SAP SE, Claus von Riegen, Vice President, Head of Business Model Innovation: How Healthy Companies Kill Innovation, in MAN 690 Innovation Management (SPRING 2020).

Claus von Riegen (photo on the right) is an alumnus of the Mannheim Business School. Mr. von Riegen has more than 25 years of experience at SAP and is currently responsible for the introduction of new innovative business models that add value to the software company. In his lecture this year, he discussed the difficulty of capitalizing on disruptive innovations for established companies, as most functions and skills of established companies are often focused on improving existing business rather than disruption. To deal with this challenge, SAP has introduced a corporate incubator as a separate organization with its own budget. The incubator creates an environment for experimentation where entrepreneurial activities are supported by corporate executives. At the same time, the intrapreneurs have a high degree of autonomy in the development and first commercialization of their products or services. This helps SAP to pursue new business opportunities in an agile manner and to optimally integrate these business models into its current business.



SAP SE, Dr. Gabriel Wiskemann, VP, Global HR, in MAN 648 Incentives and Performance (SPRING 2020).

SAP SE, Dr. Norbert Koppenhagen, Vice President of Innovation Engineering and Start-up Accelerator: Groups & Teams in MAN 401 Organization & Human Resource Management (SPRING 2020).

Senat der Wirtschaft, Apurva Gosalia, Corporate Sustainability Management: in Sustainability Management & Entrepreneurship - Guest Lecture Series (FALL 2020).

Share Elena Kirova, in CC 504 Corporate Social Responsibility (FALL 2020).

Siemens Management Consulting, Dr. Lisanne Kobold, Partner & Julian Littmann, Senior Consultant: Corporate Strategy at Siemens, in MAN 655 Corporate Strategy (SPRING 2020).

Südzucker, Volker Proffen: Materiality and Sustainability Reporting, in Sustainability Management & Entrepreneurship - Guest Lecture Series (FALL 2020).

ThyssenKrupp Management Consulting, Moritz Kümmerling & Maximilian Lindner, Principals: Corporate Transformation – newtk, in MAN 301 Strategic and International Management (FALL 2020).

Unibail-Rodamco-Westfield, Andreas Hohlmann, Managing Director, in MAN 657 Global Strategic Management (FALL 2020).

Zurich Insurance, Ralf Büchsenschuss, Global Head of Organizational Design, in MAN 646 HR Analytics (FALL 2020).

OUTLOOK 2021



MOOC together with Vaude coming in 2021

In September 2020, Laura Marie Edinger-Schons of the Chair of Sustainable Business visited the company Vaude in the village of Obereisenbach, filming for a new MOOC called “On the Path to Sustainability”.

Over the three days, the film team talked to various people including Antje von Dewitz and Lisa Fiedler who are all involved in making Vaude a sustainability pioneer, discussing topics like sustainable

business models, sustainability innovation, sustainable fashion, sustainable finance, sustainable supply chains, resilience, covid19, post growth economy, circular economy, and climate neutrality.

They further took a special look at the role of partnerships for sustainability, e.g. Vaude’s partnerships with GLS Bank, Gemeinwohlökonomie, fairwear foundation, bluesign, greenpeace, or sciencebased targets. Laura Marie Edinger-Schons also met

Gerd Müller, Federal Minister for Economic Cooperation and Development who visited Vaude to celebrate the birthday of the Grüner Knopf.

The production of the MOOC is planned to be finished in Spring 2021. The course will be freely available online via the MBSx platform of the Mannheim Business School.

Imprint

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