



**PADERBORN
UNIVERSITY**



ANNUAL REPORT 2016 + 2017

FACULTY OF BUSINESS ADMINISTRATION AND ECONOMICS

Reports, Photos, Facts and Figures

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THE DEAN'S OFFICE TEAM, APPOINTED IN OCTOBER 2016 (L TO R)

PROF. DR. RENÉ FAHR (VICE-DEAN OF RESEARCH)

PROF. DR. CAREN SURETH-SLOANE (DEAN)

PROF. DR. H.-HUGO KREMER (DEAN OF ACADEMIC AFFAIRS) AND

PROF. DR. DENNIS KUNDISCH (VICE-DEAN OF IT & PUBLIC RELATIONS)

GREETINGS FROM THE DEAN'S OFFICE

The members of the six departments in the Faculty of Business Administration and Economics are **interconnected** – not just with each other and with their academic colleagues in other disciplines at Paderborn University, but worldwide, through collaborations with academic and industrial partners. In addition to research and teaching projects, this includes memberships in associations and societies, editorial work at academic journals and organising conferences and workshops at a national and international level. The members' active participation in both scholarly and professional fields has created a wonderful network of relationships. Belonging to and participating in this network – for instance in the form of visiting professorships, seminars, guest lectures, project work and panel discussions – benefits our young researchers as well as our students. The **top positions** that our courses have achieved in recent CHE rankings for Economics and Business Information Systems confirm that we are taking the right approach to providing our students with an inspiring environment and with excellent study conditions. Strong, often interdisciplinary partnerships help our academic work and education to meet the complex economic challenges of our time through our research, teaching, courses of study, and know-how transfer.

We are still a **very young network** – our faculty was created just 45 years ago. In terms of personnel within the chairs and professorships, the faculty has long since completed a generational change; recently we asked ourselves what it was like in 1972, when everything started, and how our faculty's history has evolved. What events and personalities shaped it? We especially wanted to make sure that the beginnings of our still relatively short **faculty history** were not forgotten. As a result, a book project came into being that would capture the voices of the witnesses to this history, especially those who experienced the founding phase. We were thus able to authentically describe the development of economic studies in Paderborn with a collection of personal reminiscences. These impressions, as well as the educational and regional-history aspects of the essays, are intended to encourage further reading and research (see page 25). A new faculty history webpage was also created, featuring selected activities during each of the university's development phases and illustrated with pictures from the faculty's history.

The faculty itself has now become a **hub**, hosting significant dialogues and much more. We are delighted with the advances made in our network and our faculty members' accomplishments over the last two years, which are spotlighted in this brochure. And on a personal note, I am very pleased to be sharing our faculty highlights with you, dear readers. Please read for yourself...

THE DEAN'S OFFICE



PROF. DR. CAREN SURETH-SLOANE
Dean



PROF. DR. H.-HUGO KREMER
Dean of Academic Affairs



PROF. DR. RENÉ FAHR
Vice-Dean of Research



PROF. DR. DENNIS KUNDISCH
Vice-Dean of IT and Public Relations



PROF. DR. WILHELM DANGELMAIER
Vice-Dean of IT and Public Relations
(Until 30/9/2017)



DR. BIRGIT KOCKS
Managing Director



DR. SEBASTIAN BUCK
Deputy Managing Director

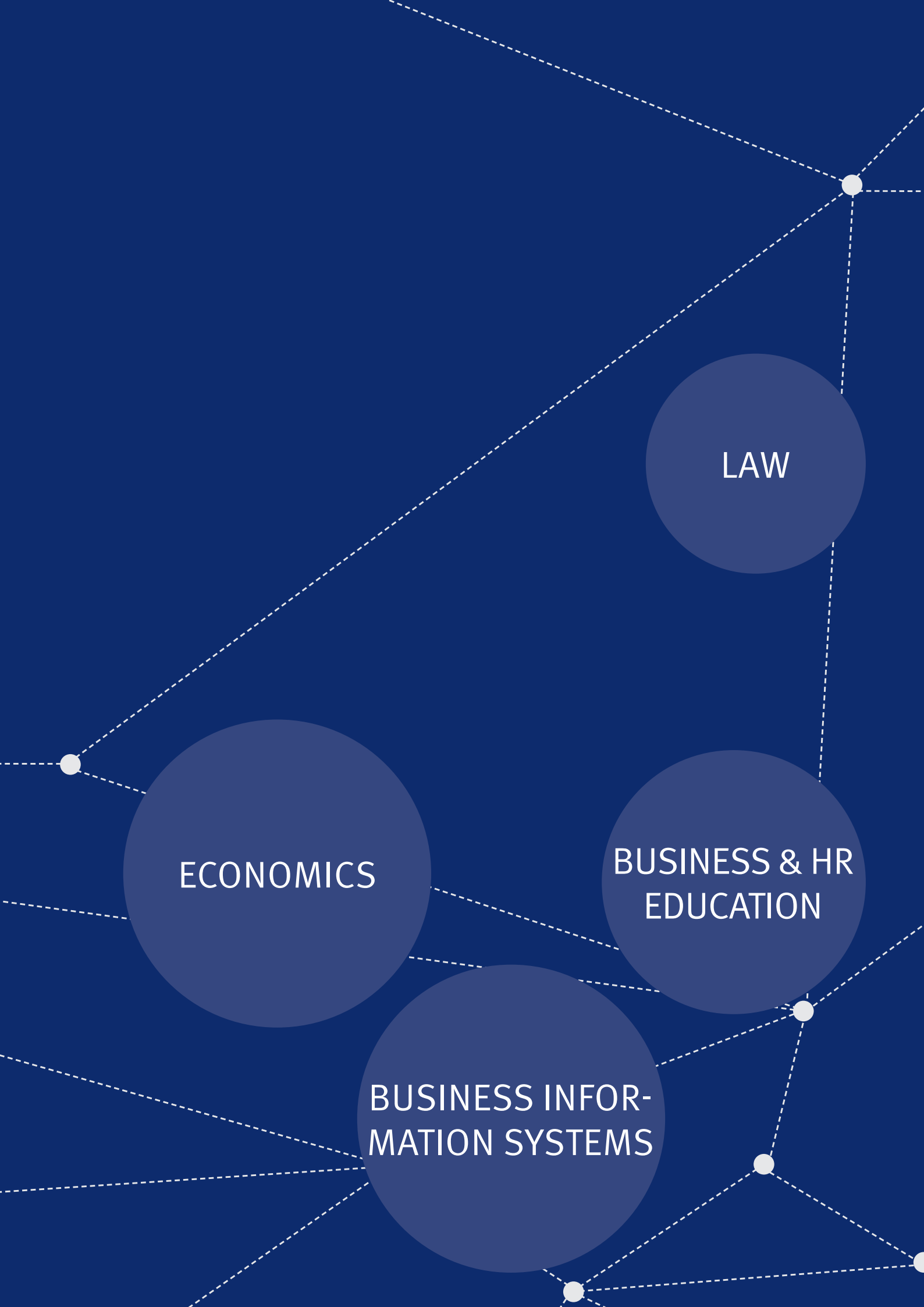
THE FACULTY

AN INTELLIGENT NETWORK

Paderborn University has made it a priority to build an intelligent network – with industry, with various disciplines, within the region and society. The Faculty of Business Administration and Economics shares this collaborative, exchange-oriented approach and pursues its active implementation. We have created a very large international network of cooperation partners (see pp. 22 + 52); we work closely with other specialised areas and faculties, as shown by our interdisciplinary research and teaching concepts (see pp. 29 + 50); and we are connected within our region of East Westphalia-Lippe through a wide range of successful practical projects (see p. 16). Furthermore, we strive to stay in touch with society. We regularly hold public events and invite guests from the fields of business, research, and politics (see p. 14). We are particularly proud to be able to provide a space for innovation freedom for founders and entrepreneurs with our new incubator, “Garage 33” (p. 12).

TAXATION,
ACCOUNTING AND
FINANCE

MANAGEMENT



LAW

ECONOMICS

BUSINESS & HR
EDUCATION

BUSINESS INFOR-
MATION SYSTEMS

AT THE INTERSECTION OF ECONOMICS AND THE INFORMATION SOCIETY

Paderborn University is guided by its vision of the “University for the Information Society.” Its strong computer science department and various IT application areas, as well as the incorporation of information technology themes into many other disciplines, provide a solid basis for this vision; however, the university wants to achieve more. It aims to promote the socio-technical development of the information society while also remaining critical and considering the enduring values of our culture, thereby taking advantage of the opportunities that arise in our information-based and knowledge-based society. The Faculty of Business Administration and Economics is one of the five faculties that are helping to shape this mission with their competence in the areas of economic thinking and action. The knowledge of our more than 200 researchers helps us find solutions for a digitalised, networked, and rapidly changing world.

A DIVERSE RANGE OF ECONOMIC SCIENCES

To ensure productive, progressive research and teaching, the Faculty of Business Administration and Economics offers a contemporary range of subjects in our six departments:



Management



Taxation, Accounting
and Finance



Business
Information Systems



Economics



Business and HR
Education

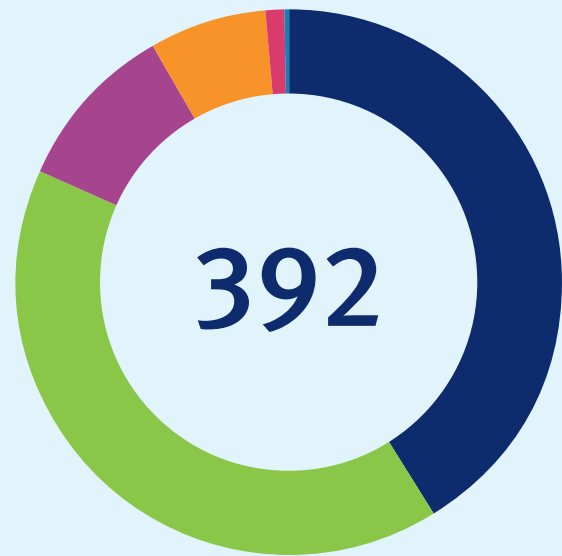


Law

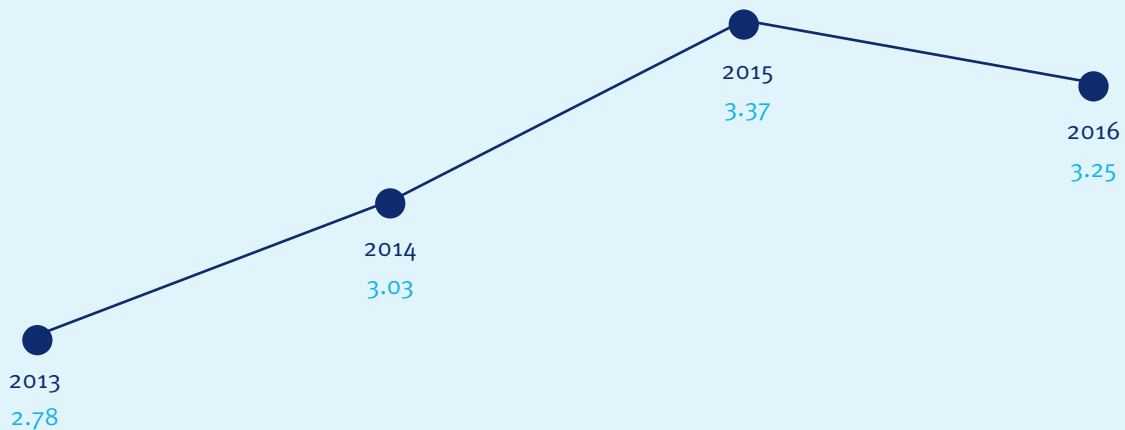
The range of research areas within the departments show how diverse the field of business and economics can be. Our researchers use this diversity to pool their knowledge in interdisciplinary teams and find solutions for urgent problems in our society. The introductions to the departments and their chairs from page 58 provide further insight into the faculty’s activities.

STAFF (including third-party-funded staff)

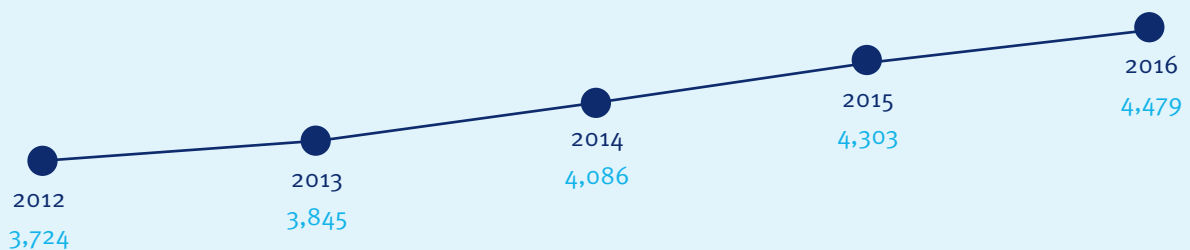
- 162 student assistants and research assistants with a Bachelor's degree
- 159 academic staff
- 39 chairs
- 27 non-academic staff
- 4 research assistants
- 1 trainee



THIRD-PARTY FUNDING (million EUR)



STUDENT ENROLMENT TRENDS





INNOVATION SPACE FOR FOUNDERS OPENS ITS DOORS

Since May 2017, startups and established companies have been working together under the same roof at the new innovation space. With “garage33,” Paderborn University’s technology transfer and startup centre (TecUP) has partnered with the city of Paderborn, business development institutions, and the “Paderborn überzeugt” association to further stimulate the “startup ecosystem” in the OWL region.

Prof. Rüdiger Kabst, the Vice President of Technology Transfer and Marketing at Paderborn University and the

“garage33 is another milestone when it comes to further developing the startup activities and innovation potential of the OWL region.”

Prof. Dr. Rüdiger Kabst
Vice President of Technology Transfer and Marketing

Director of TecUP, has been working to expand and professionalise entrepreneur support since late 2012. The close partnerships between traditional companies and new startups provide the high-tech hub of Paderborn with inspiration for future-oriented development. In the 550-square-metre space, which houses twelve offices (“garages”) and a connected coworking space, startups can now access a network of established companies and implement their ideas as pilot projects right away. Mature enterprises, on the other hand, benefit from the young “outside-of-the-box” startup mentality and can take innovative and creative ideas back to their parent companies.

Well-known companies in the region, including Benteler Steel/Tube GmbH, GEA Westfalia Separator Group GmbH, HELLA KGaA Hueck & Co., Dr. August Oetker Nahrungsmittel KG, Wortmann KG, Miele & Cie. KG, Sparkasse Paderborn-Detmold and Volksbank Paderborn-Höxter-Detmold eG, are already participating in this ambitious project as Premium Partners, hoping to gain new inspiration by working with the “young rebels.”

In addition, the new startup centre will be a central meeting point for the newly established OWL technology fund. With this venture capital fund worth a total of 13.2 million euros, the backers (Sparkasse Paderborn-Detmold, NRW



Bank and electrical engineering company Phoenix Contact) are aiming to support new startups throughout the OWL region. Potential founders from other parts of Germany who move to OWL are also eligible for funding.

The name “garage33” evokes well-known founders like Heinz Nixdorf and Steve Jobs, who also started off in humble garages. The number 33 stands for the OWL region, its postal code 33, and the A33 motorway which connects the region.

With an amphitheatre and the ability to use the rooms as part of a creative, alternative incubator concept, “garage33” hopes to create a highly visible attraction for young founders. These founders will then work on startup ideas and their implementation. “garage33” is intended to keep talented young founders from relocating to other regions, instead developing an attractive presence that will draw IoT projects from other regions to Paderborn. In addition, “garage33” provides an opportunity for established regional companies to develop and test digital business models.

www.garage33.de

OWL INNOVATION LAB

The new project from Campus OWL, an association of the five state universities in the region, is the OWL Innovation Lab – a lab that will cooperatively serve a target group of around 65,000 students and researchers at its locations in Bielefeld, Detmold, Gütersloh, Höxter, Lemgo, Minden, Paderborn and Warburg. The objective is to strengthen OWL’s profile as a location for founders and for high tech. Prof. Rüdiger Kabst, the Vice President of Technology Transfer and Marketing at Paderborn University, explains, “Supporting startups and young entrepreneurs is an important step in a region’s positive economic development. The close collaboration between academia and business plays a key role in bringing innovative products, processes, and business models onto the market.” During the three-year funding period, the OWL Innovation Lab will qualify three cohorts of founders and/or startups, each receiving twelve months of support, so that they can successfully develop and implement business ideas. Overall, the sites will support up to 45 startups and/or up to 100 founders.

VISITORS TO OUR FACULTY



LECTURE SERIES ON BUSINESS ETHICS

INITIATOR OF THE ECONOMY FOR THE COMMON GOOD

CHRISTIAN FELBER

The financial crisis and current as well as past corporate scandals are frequently cited as the result of a profit-oriented economic system – it is high time to think about alternative models for doing business. In contrast, with its credo that profit is merely a tool for business activity and taking the common good as its ultimate goal, the economy for the common good provides a possible alternative to the paradigm of a “shareholder value” dominated system. A company’s success is no longer primarily measured by its monetary profit, but by its contribution to the common good. Christian Felber, who originated the concept, participated in the Business Ethics lecture series and explained how the concept could provide a response to the many-faceted crisis.



PRACTICAL PRESENTATION

MEMBER OF THE BUNDESTAG

DR. CARSTEN LINNEMANN

The CDU politician gave a practical presentation on “Reform politics in Germany: The discrepancy between idea and implementation, based on the example of tax policy.” He made it clear that a politician trying to pass a major tax reform must always dismantle previously granted tax privileges, and that in today’s political reality, such a step involves great risk and willingness to make sacrifices. Linnemann, an economist turned politician, argued for tax breaks for low and middle-income brackets. He said it had been far too long since tax rates had been adjusted for inflation, so the state could increase its income through wage increases. The result of the rising tax rate, he said, is that taxpayers’ money is first taken away and then this loss is counteracted with subsidies and social benefits – but he believed this was the wrong approach.



PRACTICAL PRESENTATION

IT EXPERT FROM PADERBORN

VIKTOR SCHWENKE

The guest presentation by Viktor Schwenke (photo: on the right), the founder of Inlogy, was given as part of the “Communication and Management” module and represents the numerous practical presentations included in our teaching. “I solve problems, including our own communication and management problems,” Viktor Schwenke said by way of introduction. He started his career as a wood mechanic (“woodworm”) and then went back to school and completed a Bachelor’s in “Applied Informatics.” In 2010, he and a good friend founded an IT company that supports medium-sized and large enterprises in the areas of product and application development – “either as an extended workbench or as a development department.”



2016 PLENARY TALK

GOOGLE'S CHIEF INNOVATION EVANGELIST

DR. FREDERIK G. PFERDT

Dr. Frederik G. Pferdt talked about his responsibility to communicate his own perspective on innovation culture to 69,000 Google employees. For him, the goal is to create an optimistic culture that is open to everyone, where “yes, but” is avoided in favour of a forward-looking “yes, and.” In this process, Frederik G. Pferdt does not see himself as a commanding officer, but rather as a supporter of the Google team, who then gain self-confidence and are encouraged to share and implement their ideas without reservation. Given the approximately four million job applications that young people submit to Google every year, he recommends, “If you are open to differing opinions and allow yourself to come up with ideas and make them a reality yourself, and if you can learn from your own potential failures too, you have come to the right place.”



2017 PLENARY TALK

CFO OF THYSSENKRUPP

GUIDO KERKHOFF

Technology and speed have changed the working world, said Kerkhoff, elaborating, “This also includes the flow of money and currency.” Furthermore, he said, work today is much less hierarchical, in part because an enormous amount of specialised knowledge always needs to be brought to the table in the form of constantly fluctuating employees. “Employees want to be active participants.” The moderator Georg Giersberg (F.A.Z.), asked whether the old catchphrase “leading through knowledge” still applied – to which Kerkhoff dryly responded, “Knowledge can’t hurt!” Still, individuals cannot be expected to know everything anymore: “I don’t hold myself to the standard of having to know everything.”

RESPONSES TO CURRENT TOPICS

The public is not only invited to our numerous guest presentations, but is also welcome to discuss current topics with our researchers. The following is an overview of presentations in the last two years.

Work World 4.0

In the Business Ethics lecture series, Prof. Martin Schneider examined increasing digitalisation and its impact on human work from the perspective of personnel economics.

Brexit

In an informational presentation on politics organised by AStA (Executive Committee of the Student Union), Prof. Thomas Gries discussed the consequences of Great Britain’s exit from the European Union.

A Changing Europe

Prof. Dieter Krimphove explored the history of the European Union, from its intellectual origins to the latest developments; he demonstrated and explained various connections.

OUR REGIONAL NETWORK

Giving impetus to the region and receiving impetus from the region; the Faculty of Business Administration and Economics actively exchanges ideas with companies and institutions in the East Westphalia-Lippe region and the surrounding area. Research projects are oriented toward current issues and implemented in close collaboration with a wide range of partners in practical fields.

This close connection between theory and practice also gives our students ongoing opportunities to learn about everyday company life alongside their studies. Internships and practice-oriented projects and final theses are the norm for many areas. In addition, many modules feature regular practical presentations.

SERVICE LEARNING

Service Learning combines problem-oriented thinking with voluntary commitment. Students use specialised knowledge from their studies to support non-profit organisations with their unique challenges. The following Paderborn organisations participated in 2017: Greenpeace; Familienunterstützender Dienst; Lebenshilfe Kreisverband Paderborn e.V.; DPSG Stamm St. Hedwig Paderborn – “Auf der Lieth”; Marktplatz Gute Geschäfte; Caritas – Wohn- und Werkstätten Paderborn, Flüchtlingshilfe Borcheln e.V. and Förderverein Aids-Hilfe Paderborn, to name a few.

SUMMER AND WINTER SCHOOLS

The goal of the Summer and Winter Schools is to develop important career-relevant qualifications. Participants have the opportunity to gather experience as an interdisciplinary team, to learn about regional companies, and to acquire and further develop the professional and core career-related competences that are in high demand on the job market and in the professional world. The 2017 Winter School included participation by Arvato, BENTELER Automobiltechnik GmbH, Gesellschaft für Projektierungs- und Dienstleistungsmanagement mbH (gpdm), playparc Allwetter-Freizeit-Anlagenbau GmbH, and the City of Bad Wünnenberg.

INREGIO

InRegio helps international students integrate themselves into the university and the Paderborn community by participating in civic projects; it helps them join regional networks and binds them to the region in the long term, even after their studies are complete. Working with ELHA-Maschinenbau Liemke KG, Volksbank Paderborn, and the Paderborn and Höxter branches of the Chamber of Industry and Commerce, international students were able to contribute their knowledge to regional companies.

INSIGHT PRAXIS

Insight Praxis is a practice-based event series for students in the faculty. In this series, alumni return to the faculty and offer workshops for Business Administration and Economics students. The workshops provide further insight into relevant technical content and situations using real-life examples. Students have the opportunity to gather practical experience by weighing in on practice-relevant aspects.

IN ADDITION TO PRACTICAL PARTNERSHIPS,
THE FACULTY ALSO WORKS CLOSELY WITH
NEIGHBOURING UNIVERSITIES



RESEARCH PROJECTS

Companies in the OWL region and the surrounding area also eagerly enter into long-term research partnerships with the faculty. A few examples: Warsteiner Group (sustainability of rural associations); finke (multi-channel strategies for the furniture trade; Interactive Shopping Experiences (City of Paderborn)); Benteler Automobiltechnik GmbH, Diebold Nixdorf AG, CLAAS KGaA mbH (problems relating to production management and controlling), Lödige Industries GmbH (managing decentralised, highly complex conveyor systems), and Wöhler Technik GmbH (search engine optimisation).

PRACTICAL MODULES

Companies regularly pose practical challenges for students and have them solve the challenges in teams over the course of the semester. The seminars on stock market learning (Sparkasse Detmold) and risk management (Arvato Systems) are held annually. In the regularly offered decision support project, participants can also work in small groups on special projects relating to decision support systems and operations research

EXPLORING THE REGION



THE 2017 “SERVICE LEARNING” PARTICIPANTS ARE COMMITTED TO SOCIAL ISSUES. LEFT ARE THE “OLD PROS” AND ON THE RIGHT ARE REPRESENTATIVES FROM NON-PROFIT ORGANISATIONS. LECTURER MARIO SEIDL, 8TH FROM LEFT, FIRST ROW, IS PLEASED ABOUT THE STRONG INTEREST FROM ALL PARTICIPANTS.

COMMITMENT TO SERVICE LEARNING

Practice-based learning with social responsibility

Service Learning is one of the rare academic modules where students can experience, and also initiate, hands-on practical learning. Under the motto “by students, for local social organisations,” participants apply what they have learned in their studies to solve specific problems for non-profit organisations. “Students can use their own activities to reflect on what they have learned, thereby also strengthening their awareness of social responsibility.”

Another unique aspect of Service Learning is the intergenerational learning and working format in which several partners work together synergistically. The student helpers, who are now in high demand among charitable organisations, are supported not just by the university, but currently also by 14 external professionals, known as “old hands,” who come from various professions – mostly management positions – and provide students with their business experience, sometimes even after retirement.

In practice, it works something like this: a non-profit organisation in the region submits a clearly defined problem. If it is accepted for the programme, the organisation receives support from a team of up to five students and two business professionals as coaches – all supervised by the team in the Chair of Business Education under Prof. Kimmelman. The approach is strictly scientific: problem assessment, method selection with data analysis and presentation of results with data preparation and reflection.

Sample projects from 2017

- Greenpeace Paderborn poses the question: “How can we motivate people to join us?”
- Caritas Wohn- und Werkstätten PB wants to know whether they are still adequately taking customers’ needs into account, and what new services they could potentially offer.
- AIDS-Hilfe Paderborn e. V. wants to use professional PR work to create real incentives for potential membership.

A DREAM JOB IN GERMANY

Business education experts get international students ready for the domestic job market.

Encouraging signs for the domestic economy: together with the German Academic Exchange Service (DAAD), Stefan Schwan, head of the International Office at Paderborn University, found that 75 percent of international students wanted to study in Paderborn because they were interested in a career in Germany.

In response, former Paderborn economist Prof. Karl-Heinz Gerholz (now at the University of Bamberg) and Stefan Schwan created the “InRegio” project, which helps familiarise foreign students with the professional world and culture of their host country. The successfully launched project will now be further developed and supported by Prof. Nicole Kimmelman. Prof. Kimmelman points out the InRegio project’s significance for the region: “We consistently see how strongly international students focus on our region when we offer them long-

term prospects. InRegio is the ideal way to accomplish this because we connect students with the region, its companies, cultural institutions and people in general. The results are so encouraging that we are planning to permanently integrate this project into the curriculum at Paderborn University in the medium term.”

As part of the project, international students developed possible solutions for the participating companies and institutions. They were coached by experienced business managers and mentored by business educators. “Germany is intercultural” – that was the unanimous conclusion of the approximately 30 participating students during the concluding InRegio event. The three completed projects are described below.

MARKET ENTRY CONCEPT FOR THE CHINESE MARKET

ELHA-Maschinenbau Liemke KG

Mechanical Engineering student Samuel Ghobrial, originally from Egypt, was part of a team of students who developed a market entry concept for the Chinese market for mechanical engineering company ELHA. The main goal was to identify and clarify legal questions and cultural barriers.

RECRUITING FOREIGN SPECIALISTS

Volksbank Paderborn

Latvian student Irina Kornejenkova, along with her team, was asked by Stefan Müller, the Head of HR at Volksbank Paderborn, to investigate the conditions and requirements for recruiting well-trained foreign specialists. The three other members of the team originated from Bulgaria, Azerbaijan and Russia. The numbers they found were not a representative sample, but they were enlightening: 41 percent of foreign students drop out, but on the other hand 30 percent spend a full year looking for a job in East Westphalia-Lippe.

CULTURAL GUIDELINES FOR CHINESE AND GERMAN PROFESSIONALS

Chamber of Commerce and Industry branches in Paderborn and Höxter

Marym Amirsalehi, a Mechanical Engineering student from Iran, developed “cultural guidelines” that highlight German and Chinese cultural characteristics; she used these to derive behavioural rules for proper conduct in business situations. Differences can even be seen in greetings: Chinese people love to talk about their family situation, while Germans want to get right down to business. Chinese people expect the highest-ranking person in the room to be addressed first, while Germans might consider it polite to first address a female colleague.

EXPLORING THE REGION



PROF. NANCY WÜNDERLICH
LED THE SURVEY.

DIGITALISATION STATUS OF COMPANIES IN THE OWL REGION

Based on a broad survey of the level of digitalisation among companies in East Westphalia-Lippe (OWL), Paderborn University is working with companies in the region to develop digital strategies and business models. The first project phase of “Business 4.0 OWL – New business models and value chains with ICT (information and communication technology)” involved a survey of the companies’ digitalisation status.

“The ‘disruptive changes’ associated with the digital transformation are challenging companies in the OWL region to adapt their value creation processes. Digitalising the customer interface is especially important,” says Prof. Nancy Wunderlich, Chair of Service Management. Prof. Gregor Engels, from Software Innovation Campus Paderborn (SICP), adds, “The goal of the project is to utilise the potential from the digital transformation to strengthen the economy and society here in the region.”

247 companies took part in the survey to support Paderborn University’s project. One of them was KEB Automation KG, a company specialising in drive technology and automation. KEB won an iPad Pro, which was offered as

a prize reward for participating and will now be used to further digitalise the company’s business and value creation processes.

Based on the survey, four digitalisation clusters were identified among the companies in OWL. The clusters are distinguished by the current level of digitalisation in each of the assigned companies. In partnership with the companies, recommendations for action as well as standardised strategies were developed and then made available to other companies in order to support their digital transformation.

The project is part of the integrated “OWL 4.0 – Industry, Labour, Society” action plan and is being carried out by Paderborn University and InnoZent OWL e. V. Cooperation partners are the East Westphalian Chamber of Industry and Commerce, the East Westphalian Chamber of Craft Trades, and CPS.HUB NRW. The project is supported by the State of NRW and receives funding from the European Fund for Regional Development (EFRE).

SUSTAINABILITY OF RURAL ASSOCIATIONS

Warsteiner Group

Evolving traditions – guided by this motto, the Warsteiner Group and the Centre for Risk Management at Paderborn University created a research partnership to help shooting clubs in the region develop concepts for sustainable regional associations. Through a close reciprocal relationship, a catalogue of measures will be created that the individual associations can use to shape their own development. In addition to analysing the current status of individual associations, the collaboration focuses on jointly developing new forms of communication in rural areas. In this way, the project helps rural associations with their already strong efforts to tackle the challenges of a changing society. They will work together to find successful paths into the future.

Implemented measures: Online survey on the sustainability of shooting clubs

MULTI-CHANNEL STRATEGIES FOR THE FURNITURE TRADE

Möbelhaus finke

This project studies the suitability of various multi-channel elements for use in the furniture retail sector. The goal of the three-year project is to evaluate the advantages and disadvantages of the internet as an advertising and/or distribution channel, along with new possibilities for brick-and-mortar retail from the perspective of the furniture trade, and to develop a sustainable multi-channel strategy. The partnership is supported by an interdisciplinary team of professors. The project is being carried out in cooperation with the finke corporate group; the Chair of Business Administration especially Service Management, and Software Innovation Campus Paderborn.

Implemented measures: Idea competition for product presentation, surveys on factors that influence the use of gamification elements, development of search engine optimisation strategies

BRAND POSITIONING FOR A SHOE MANUFACTURER

Wortmann Group

The cooperation project between the Chair of Marketing and the Detmold-based company, known for its brands Tamaris, Marco Tozzi, Caprice, Jana and s.Oliver shoes, makes it possible to apply current brand positioning research findings to business practice. It also gives the company an opportunity to present itself as an attractive employer: “We have the chance to attract motivated students to work for our company.” Several graduates of Paderborn University already work for the company. The students also benefit greatly from the collaboration, which provides interesting and enlightening insights into the many different work areas at a fashion company, and helps them make first contacts in the professional world.

Implemented measures: Customer survey on perceptions of the various brands of the Wortmann Group, retailer survey on requirements and goals for the various Wortmann Group brands

OUR INTERNATIONAL NETWORK

The Faculty of Business Administration and Economics sees itself as a cosmopolitan faculty that welcomes international students as well as excellent researchers and young academics in the context of increasing globalisation. The faculty's international focus in its research and teaching is secured by around 70 worldwide partnerships with international universities. These partnerships are divided among 33 countries; in addition to the European Erasmus partnerships, they also include non-European (overseas) partnerships, with regional emphases in North America, South America and (East) Asia. Over the past two years, partnerships in South America have been expanded, in addition to those in Asia, in order to give students in the International Business Studies programmes non-European opportunities to put their Spanish skills into use. The faculty is pleased about the exchange with the Colombian universities Universidad EAFIT in Medellin and Universidad Nacional de Colombia in Bogota. In addition, Dr. Yanick Kemayou, a former doctoral student in our faculty, established a partnership with the Catholic University of Cameroon (p. 53). The network's expansion also includes the University of Huddersfield in Great Britain.

Visiting researchers

International research collaborations within the Faculty of Business Administration and Economics have particularly been strengthened by a visiting researcher programme established in 2014. This internationalisation programme has already been used to fund numerous visiting researchers. The guests' teaching activities expand the range of modules offered in the curriculum. Furthermore, the initiative provides doctoral and undergraduate students with the opportunity to make new contacts and build international networks.

International teaching

International programme content has always been an integral part of the course spectrum at the Faculty of Business Administration and Economics. For partner universities and their students, there are two particular benefits: first of all, English modules are offered comprehensively – not just at the Master's level, but also for Bachelor's students. Secondly, these are regular module offerings rather than a special course programme designed specifically for exchange students. This means local and international students take the same courses, which promotes the exchange of ideas and intercultural competence-building. For local students, there is also an opportunity to gain internationalisation experience ahead of, or even independently from, an international exchange ("Internationalization at Home"). The following programmes in particular have an international focus: "B. Sc. International Business Studies," "M. Sc. International Business Studies," and "M. Sc. International Economics and Management." The latter can be completed entirely in English. Customisable study elements and programmes are also offered.

INTERNATIONALISATION OFFICE

The Faculty of Business Administration and Economics established an Internationalisation Office in 2015 in order to consolidate a wide range of tasks and to ensure effective communication within the faculty and with the International Office, which handles all concerns related to international activities from German and foreign students, as well as lecturers. The Internationalisation Office bundles the faculty's numerous internationalisation activities for employees and students at a single location known as the "International Campus." This includes information about the cooperation network, Erasmus+, visiting researchers, incoming and outgoing students, and Erasmus+ funding for teaching, further education and professional development.

STRATEGIC FOCUS ON ASIA

Given the increasing shift of global value creation processes to the Asian economic region, the Faculty of Business Administration and Economics started to systematically expand its cooperation network in the Asian economic region in 2005 in order to give students the possibility to specialise in this economic region. The faculty's more than 70 international partnerships currently include 10 partner universities in Asia, some of them excellent, and even a few with top rankings worldwide. Altogether, they offer well over 50 university exchange spots during each academic year. In addition, there are short-term programmes and an informal network of partner universities that has been built over time from shared teaching and training activities. The starting point for developing the strategic focus on Asia were the existing partnerships with the University of Oita (Japan) and Ewha Womans University Seoul (South Korea). In addition to the solidly established element of reciprocal student exchange, strategic activities now also include the "Asian Studies in Business and Economics (ASBE)" programme, student forums, workshops and summer schools as well as a Double Master's programme (DMP).

ASBE programme

The Asian Studies in Business and Economics (ASBE) programme gives students of the Faculty of Business Administration and Economics the option to choose the Asian economic area and Asian culture as an academic specialisation. The programme can be integrated into any Master's degree offered by the faculty. The partner universities for the ASBE programme are:

- Tongji University, China
- Beijing Institute of Technology, China
- Ewha Womans University, Korea
- University of Tohoku, Japan
- University of Oita, Japan

The ASBE programme is one of the faculty's most successful exchange and study programmes, and is supported by the German Academic Exchange Service (DAAD) through ISAP scholarships.



NEW PROFESSORSHIPS



“I was very pleasantly surprised by the dynamics at the university (especially in our faculty). We work as a team to establish new working groups and interdisciplinary sfo-
cused research areas, which is facilitated by our close cooperation in the Q Building.”

[Prof. Dr. Daniel Beverungen](#)

Business Information Systems



“One thing that positively surprised me and continues to inspire me is the pervasive culture of exchanging ideas and expertise at UPB, for example at the faculty workshop, at the Day of Teaching or even during an informal lunchbreak. The general openness for discussion and reciprocal learning makes working here fun, every day!”

[Prof. Dr. Michael Ebert](#)

Business Administration especially Controlling



“Paderborn’s business education experts play a leading role especially in the practi-
cal field of vocational training at vocational schools, while the BIBB is more focused on on-the-job training. There are also synergies when it comes to creating a shared international research network.”

[Prof. Dr. Hubert Ertl](#)

Vocational Training Research, Director of Research and Vice President of the Federal Institute for Vocational Education and Training (BIBB)



“My main reasons for choosing Paderborn included the excellent internal network with-
in the department, which is not only internationally oriented, but also offers diverse thematic cooperation opportunities, the high level of interest and support from the department/faculty in realising one’s own research goals and also the excellent reputa-
tion of the Paderborn location within my field. Paderborn’s innovative focus on using design-based research also corresponds to my own research method approach.”

[Prof. Dr. Nicole Kimmelman](#)

Business and Human Resource Education



“Every country and every university has different approaches to research and teach-
ing. I want to use my experiences to contribute new thoughts and ideas to the faculty and support Paderborn University’s initiative to become more international.”

[Prof. Dr. Urška Kosi](#)

Business Administration especially Financial Accounting and Auditing



“I chose Paderborn University because I think it is one of the most up-and-coming universities in Germany in my field of taxation and accounting.”

[Jun.-Prof. Regina Ortmann, Ph. D.](#)

International Business Taxation



“I chose the faculty and the department in Paderborn especially because of the active research environment and research conditions, for example the database access and research seminars.”

[Jun.-Prof. Dr. Matthias Pelster](#)

Finance

A LOOK BACK IN TIME

45 YEARS OF FACULTY HISTORY IN 310 PAGES

One subject of the book is the establishment of the specialised department at what was then a “Reformhochschule” (reformed university), and later the faculty at the current university. Many of the essays describe personal experiences.

The initiator and editor of this project is Dean Caren Sureth-Sloane. She was particularly concerned with ensuring that the early days of the 45-year-old faculty’s history were not forgotten, so the book particularly focuses on testimonials from people who witnessed the founding phase. In addition, historical pictures were unearthed. As a result, the book successfully describes the development of business and economic studies in Paderborn in an authentic way, by collecting highly personal reminiscences.

The multifaceted content and style, taking the form of anecdotes, stories, reports, and reflections, make for interesting reading. There is also plenty of subject-related information. For instance, readers learn about the historical development of economic dogmas and how they are integrated into teaching and research in the Faculty of Business Administration and Economics. The book spotlights selected key areas that show the importance of internationalisation for research, teaching and studies. However, it also contains some curious tales such as that of a Nobel Prize winner in the university’s boiler room and a stalker during a lecture. These impressions, along with the educational and regional-history aspects of the contributions, aim to encourage further reading and research.



THE COLLECTION IS ENTITLED “THE FACULTY OF BUSINESS ADMINISTRATION AND ECONOMICS AT THE UNIVERSITY OF PADERBORN – CONTEMPORARY WITNESSES SHARE INSIGHTS INTO THEIR FACULTY’S HISTORY.”

PADERBORNER HOCHSCHULKREIS (PHK) E. V.

Alumni association of the Faculty of Business Administration and Economics

In order to authentically describe the beginnings of the Business Administration and Economics field, various professors emeritus, retired and former professors from the founding phase were invited to attend a convivial reunion. The exchange revealed a great depth of knowledge. Members of the alumni association were also asked to share memories from their studies. Paderborner Hochschulkreis (PHK) e.V. defines itself as a network

for Paderborn’s business administration and economics specialists – in other words students, graduates, employees, professors, and supporters of the faculty. The PHK facilitates and promotes an active exchange that benefits many business administration and economics specialists in Paderborn, both during and after their time at the Faculty of Business Administration and Economics.

RESEARCH

Despite the wide range of disciplines offered, the departments in the Faculty of Business Administration and Economics are united by their goal of helping to understand and shape an increasingly digitalised and networked world. The special research areas (page 29) illustrate the challenges that our society faces in these complex times, and which we aim to address through our research. This research should bring about change and influence the development of our society. In addition to their analysis and theory formation work, our researchers also strive to make the knowledge they generate accessible by creating numerous model projects and developing recommendations for companies, committees, and institutions.

In addition, our research depends on networking. For one thing, despite the departmental structure, we are connected by the overlaps in our specialised disciplines. Regular events such as the Faculty Research Workshop (page 44) and joint research projects promote collaboration within the entire faculty. For another thing, we work together across disciplines and locations. The research centres are a place for encountering others and exchanging ideas.



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RESEARCH IN
NUMBERS

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KEY RESEARCH
AREAS

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INTERNATIONAL
CONFERENCES

41–45
YOUNG RESEARCHERS

RESEARCH IN NUMBERS

RESEARCH STAFF



159

academic employees



34

Doctoral degrees
awarded
(2016 and 2017)



over 100 times

in the last two years, our faculty welcomed visiting researchers from 28 different nations for joint research and teaching projects.

248

Doctoral students

39

Professorships

RESEARCHSPROJEKTE



more than 30 ongoing projects
with third-party funding

as of December 2017



EUR 6,155,000 in third-party
funding invested

in 2015 and 2016

FACULTY RESEARCH SUPPORT

The university and the Faculty of Business Administration and Economics provide funding for the targeted support of research projects, especially to assist young researchers. Some support options include travel grants for conference travel and research stays that facilitate good networking with the subject groups.

54

applications were funded by the qualification programme for young researchers in 2016 and 2017.

5

Research centres

Centre for Vocational Education

Center for Tax and Accounting Research

Center for Risk Management

Business and Economic Research Laboratory

Center for International Economics

KEY RESEARCH AREAS

Special institutions and key research areas have been established within the departments of the Faculty of Business Administration and Economics to intensify research within the faculty and also beyond the boundaries of the university. In addition to the specific research topics, researchers are united by overarching concepts and approaches. These include their desire (1) to find solutions to the challenges of digitalisation, (2) to solve problems in interdisciplinary as well as international teams; in particular, Cultural Studies and Computer Science are regular cooperation partners for the faculty, and (3) to transfer the knowledge they have gained to everyday lives by writing recommendations, carrying out model projects, and developing prototypes.



KEY RESEARCH AREA

COLLABORATIVE RESEARCH CENTRE 901

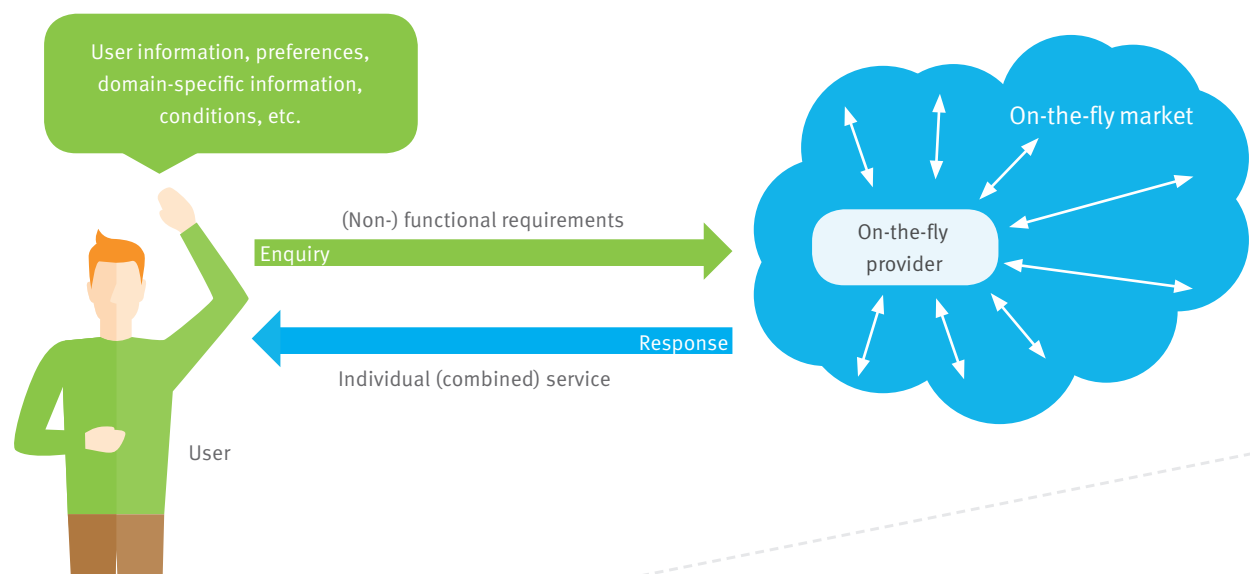
ON-THE-FLY COMPUTING - CUSTOMISED IT SERVICES IN DYNAMIC MARKETS

Today, we find ourselves at the start of a new era in the development and implementation of IT services. Grid and cloud computing represent initial approaches that move away from the 40-year-old principle of purchasing monolithic software solutions and toward tailor-made solutions whose resources only need to be purchased as needed, and only in the necessary formats. In addition, service-oriented architecture methods make it possible to assemble software flexibly, at least within companies. These initial advances toward a new way of providing IT services are the starting point for the research activities in our Collaborative Research Centre, “On-the-Fly Computing.”

The vision of On-The-Fly (OTF) Computing is one of individually configured and implemented IT services based on freely traded and flexibly combined services. The aim is a transparent combination of hardware and software from different vendors with minimal human interaction.

At the same time, OTF Computing aims to organise markets whose participants undertake dedicated entrepreneurial activities to maintain a lively market. In order to research the extent to which this vision can be realised, CRC 901 develops methods and techniques that allow for largely automatic configuration, implementation, and adaption as well as quality assurance of IT services from those services currently available.

The Faculty of Business Administration and Economics is working on this joint research project with researchers from the Institute of Computer Science and the Heinz Nixdorf Institute.





ONGOING SUBPROJECTS WITH FACULTY PARTICIPATION

THE MARKET FOR SERVICES: INCENTIVES, ALGORITHMS, IMPLEMENTATION

Faculty participants:
Prof. Dr. Claus-Jochen
Haake, Prof. Dr. Burkhard
Hehenkamp

In this subproject, we model and analyse the market for combined services. The term “market” describes the organisation of economic interaction between the different participants. To understand participants’ incentives and the evolution of the market, we need to take into account the specific characteristics of OTF markets. These include (a) the possible trade relations between OTF provider and service provider that result from the technical composability of services, (b) competition among service providers and among OTF providers, and (c) restricted control over service quality.

EMPIRICAL ANALYSIS IN MARKETS FOR OTF SERVICES

Faculty participants:
Prof. Dr. René Fahr, Prof.
Dr. Bernd Frick, Prof. Dr.
Dennis Kundisch

In this subproject, the researchers empirically and experimentally analyse customer reviews and certifications as instruments to reduce information asymmetries in electronic markets for composed services. Reducing information asymmetries in these OTF markets is essential to prevent the market from failing (in the sense of a “market for lemons”).

PARAMETERISED SERVICE SPECIFICATIONS

Faculty participant:
Prof. Dr. Michaela Geierhos

Prof. Geierhos’ work area focuses on user-friendly, natural-language service specifications for end users. Verbal transcriptions of service requirements are machine-analysed in order to develop strategies to compensate for ambiguity, vagueness and incompleteness within the context of on-the-fly computing.

ARCHITECTURE MANAGEMENT OF ON-THE-FLY COMPUTING MARKETS

Faculty participant:
Prof. Dr. Dennis Kundisch

The goal of the C5 subproject is to develop an architectural framework for OTF markets. Defining an architectural framework particularly involves identifying architecture viewpoints and their interactions according to the BizDevOps principle, accounting for cross-architectural aspects such as security, performance and trust, and establishing the necessary architecture elements and the associated services for each viewpoint in the form of processes and algorithms (e.g. services for matching service specifications). This is rounded out by governance support, which monitors and ensures compliance with architectural limitations, for example. This will particularly be studied jointly with Wincor Nixdorf in order to check the compliance of (mobile) application architecture compared to the defined architectural requirements.



KEY RESEARCH AREA

TRANSFORMING SOCIETY AND THE ECONOMY THROUGH VOCATIONAL EDUCATION AND TRAINING

Vocational training research focuses on the organisational and institutional conditions of professional competence development, the conditions for utilising qualifications in the employment system, and the requirements for professions in the age of a changing, competitive employment system. This includes current development trends such as technical and economic development (Industry 4.0, digitalisation, internationalisation, globalisation, etc.) as well as sociocultural changes (diversity and inclusion, immigration). Thus vocational training research provides expertise for designing and promoting formal and informal learning processes at various learning locations (teaching and learning research, didactics) and educational organisations (education management), as well as lesson plans, regulations, curricula, testing regulations, etc. (institutional theory).

An interdisciplinary vocational education and training research centre brings together various vocational training research activities that were previously separate at Paderborn University. At the core of this development is the Center for Vocational Education and Training (cevet),

which combines previous research and development work in the Business and Human Resource Education department and that of the Vocational Education Department in the Faculty of Arts and Humanities, and features international research partnerships (Oxford, Cambridge, Tonji, Stanford). In the future, thanks to a cooperation with the Federal Institute for Vocational Education and Training (BiBB), government ministries, and a number of companies, Paderborn will become even more of a central actor in the research landscape surrounding vocational training research. The group's research productivity is reflected in the volume of third-party funding for current supervised projects, and from its prominent involvement in providing expertise for reform projects. The group has a current funding volume of 4 million euros and is an especially high-profile research area.

In addition to the BiBB partnership, the key research area of vocational training includes the Business Education Graduate School, a centre for graduates and young researchers, and a methodology centre for design-based research.

PROJECTS FROM THE KEY RESEARCH AREA

INDUSTRY 4.0 CALLS FOR VOCATIONAL TRAINING 4.0

Project leaders:
Prof. Dr. Peter F. E.
Sloane, Dr. Elmar Janssen

Business educators are now following up the rapid development of Industry 4.0 with Vocational Training 4.0. This has profound consequences for employees as well as teachers at vocational schools, company-based trainers, and auditors in the local chambers of commerce and industry. In their project “Qualifying professional training and auditing staff as a condition for success in Vocational Training 4.0,” Paderborn’s educational experts are investigating how all participants can be prepared for digitalisation processes. The digitalisation of the work world is making huge advances. Consistent, comprehensive networks and interactive real-time exchanges, known as Industry 4.0, have transformed every aspect of production. While the factories of the future are beginning to take concrete form, say the researchers, the development of vocational training has lagged behind in the 20th century even though careers are changing just as rapidly as manufacturing processes. The business educators in Paderborn want to change that.

INNOVATION ARENA 3I – PROFESSIONAL EDUCATIONAL DESIGN IN VOCATIONAL SCHOOLS

Project leaders:
Prof. Dr. H.-Hugo Kremer,
Dr. Petra Frehe

Project 3i focuses on interlinked HR and vocational school development. The developmental focus is on educational programmes for apprenticeship and practical training preparation. The programme’s core themes are: qualifying educational designers; on-site design – developing location-specific educational projects; overarching work and development environments in vocational schools within an innovation arena; developing expertise on educational programmes for vocational training preparation and creating regional development clusters. The project, as an arena for innovation, sees itself as a framework within which actors from different social systems (especially vocational schools and academia) draw on shared working contexts in order to develop improvements for vocational schools.

QBI – MAKING CONNECTIONS – FACILITATING DEVELOPMENTS

Project leaders:
Prof. Dr. H.-Hugo Kremer
(lead), Prof. Dr. Nicole Kim-
melmann, Prof. Dr. Peter F.
E. Sloane

Qualification building blocks are particularly distinguished by the fact that they require practical (company) skills and abilities, and are oriented toward the vocational training requirements in a specific career (field). The QBi project tackles these challenges applying the model of customised, inclusive vocational training. In keeping with this idea, the project develops framework concepts for qualification building blocks that are tailored to the students’ needs and particularly allow for learning paths with differing objectives. Individual academic achievements are documented and certified, making them practically applicable for the students. The “inclusive qualification building blocks” not only cover basic vocational subjects, but also consider aspects of career orientation and promote basic competences, which opens up space for personal development. The research team work closely with a total of four vocational schools to develop, test, and further develop these qualification building blocks.

RESEARCH CENTRE

CEVET: CENTER FOR VOCATIONAL EDUCATION AND TRAINING

Vocational education and training has a different status in different social systems, so it holds a unique position in each of the national systems. Accordingly, vocational learning takes place in different systemic structures. The German system of vocational education and training is very important for creating specialised staff as well as for individual training paths. cevet considers itself an interdisciplinary competence centre

for fundamental current research and development issues surrounding vocational training. It especially aims to integrate actors who have different perspectives on the various issues. The target groups for cevet are vocational training experts and institutions that directly or indirectly address the questions and challenges of vocational training. www.upb.de/cevet



KEY RESEARCH AREA

REGULATION IN TAXATION, ACCOUNTING AND FINANCE

TRANSPARENCY, COMPLIANCE AND PERFORMANCE

In an international and quickly developing environment, business models and corporate structures become more and more complex. This has fueled public demand for increased regulation of markets, corporate reporting, capital requirements, and corporate taxation. Regulation is expected to contribute to more transparency and less manipulation. However, capital providers, supervisory boards, employees, and governments are increasingly skeptical whether firms provide sufficient and true information about their business transactions. Stakeholders need such information to assess the value of a firm and to make sound economic decisions. The call for more transparency via regulation and the increased criticism in the media have contributed to stricter requirements in the areas of finance, accounting and taxation, which also affects management accounting. However, there is little harmonization among the various requirements and no research on how an efficient regulation in these areas should look like.

What is the optimal degree of regulation? What effect does increased regulation have on perceived transparency, innovation, and investment decisions? How does external regulation (e.g. through legislators or standard setters) influence firms and their stakeholders, as opposed to regulation through internal contracts and incentives structures? How much detail should multinational firms report about their operations in order to prevent aggressive tax planning or shareholder expropriation? How do new business models affect regulation and vice versa? How should new digital firms be taxed and structured? Which type of contracts is optimal?

Although these and many more questions remain unanswered, regulation steadily increases, bringing about more bureaucracy and compliance costs. The focus of our research is to address these questions using simulations, as well as analytical and empirical methods.

RESEARCH CENTRES

CENTER FOR TAX AND ACCOUNTING RESEARCH

Increasing globalization over the last two decades has led to major structural reforms of national tax systems and accounting standards in many developed countries. This has created various incentives, especially for multinational corporations. At the same time, profound changes, as a consequence of digitization and the resulting almost complete mobility of many production factors, have led to increasingly complex decision-making processes. Against this background, the goal of the “Center for Tax and Accounting Research” (CETAR) is to identify and quantify the impact of different tax and accounting regimes on entrepreneurial decision-making. In this dynamic context, CETAR is dedicated to the scientifically sound analysis of the effects of new regulation in this field as an international research platform since 2007.

www.cetar.org

CENTER FOR RISK MANAGEMENT

Corporate risk and its management has been an important topic in economic science even before the events of the financial crisis of 2008. The University of Paderborn, in cooperation with enterprises from the Ostwestfalen-Lippe region, actively supports fulfillment of scientific demand in this area through an independent research and teaching center focused on risk management. The objective of the Center for Risk Management (CeRiMa) is practical research in risk management, particularly concerning SMEs (small and medium-size enterprises). It was founded in June 2016 and is led by Prof. Dr. Bettina Schiller, chair of financial economics and banking.

www.upb.de/CeRiMa



PROJECTS FROM THE KEY RESEARCH AREA

ACCOUNTING FOR TRANSPARENCY

Faculty participants:

Prof. Dr. Michael Ebert,
Prof. Dr. Urška Kosi,
Thomas Kourouxous, Ph. D.,
Prof. Dr. Jens Müller,
Jun.-Prof. Regina Ortmann,
Ph. D. , Prof. Dr. Sönke
Sievers, Prof. Dr. Caren
Sureth-Sloane

In this project, jointly with researchers from the Humboldt-Universität zu Berlin, the Universität Mannheim, the Ludwig-Maximilians-Universität Munich and other external researchers, a team of Paderborn accounting and tax researchers investigates how accounting and tax regulation affects the transparency of companies and how this transparency affects the economy and the society as a whole. In this context, the researchers explore how regulation in this field influences the deployment, processing and perception of corporate information that is intended to create transparency, its impact on decision-making and perceived transparency, and the degree to which such regulation is meaningful.

PORTFOLIO BENEFITS OF ADDING CORPORATE CREDIT DEFAULT SWAP INDICES: EVIDENCE FROM NORTH AMERICA AND EUROPE

Faculty participants:

Benjamin Hippert,
Prof. Dr. André Uhde,
Sascha Tobias Wengerek

Employing mean-variance out-of-sample portfolio analyses this study provides evidence that adding North American and European CDS indices to a traditional financial portfolio consisting of stock and sovereign bond indices provokes an increase in portfolio (downside) risk-diversification. This portfolio benefit mainly results from the fact that institutional investors replace sovereign bond indices rather than stock indices by CDS indices due to better risk-return characteristics. The study provides important implications for institutional investors with a strategic focus on a long-term conservative portfolio management.

FUTURE ENERGY – ENERGY RESEARCH FOR ACCOMMODATIONS, MOBILITY AND WORK ENVIRONMENTS

Faculty participants:

Prof. Dr. Stefan Betz

This research project is based on a cooperation between the University of Paderborn, Chair for Production Management and Controlling, and the University of Applied Sciences Ostwestfalen-Lippe, Institute Future Energy. Subject matter of this project is a discussion of the possibilities and limitations to ensure the success of the energy turnaround through the development of renewable energies. Therefore both technical and economical problems must be resolved for a secure, clean and efficient future energy supply. The contribution of the Faculty of Business Administration and Economics is to weigh up the costs and benefits of alternative measures for a development of renewable energies to give profound recommendations for an efficient energy supply.

SOURCES AND CONSEQUENCES OF TAX COMPLEXITY

Faculty participants:

Thomas Hoppe,
Prof. Dr. Caren Sureth-
Sloane

In recent years, tax complexity as well as tax and administrative uncertainty have become hotly debated topics as they are blamed for triggering negative consequences for both countries and firms. However, tax complexity also enables firms to take advantage of tax planning opportunities to reduce their tax burden. Our project, which is a joint research project with the Ludwig Maximilians University of Munich, aims to identify the drivers of tax complexity based on a global survey of tax practitioners. We will develop a country-specific tax complexity measure which then enables us to analyse the causes and consequences of tax complexity (e.g., on foreign direct investments) in further detail.



KEY RESEARCH AREA

GENERATING VALUE IN DIGITAL MARKETS

Against the backdrop of technological change and increasing competitive pressure, industrial goods companies are increasingly expected to switch from product-centred to value-generating services. In other words, companies are no longer supposed to offer their customers individual goods and services, but instead actively help them create actual value in the application situation. Value-generating business models fundamentally change the roles of provider and customer; but the concept of the value-generating business model has not been adequately investigated in theory or in practice, and it is studied by disjointed research disciplines. The increasing digitalisation of the networked society, however, means that information-related and econom-

ic concepts must be studied in an integrated way and actively designed.

The objective of this special research area in the Faculty of Business Administration and Economics is to illuminate the requirements and consequences of value generation, to derive recommendations for successful implementation in practice, and to design and analyse the management and information systems needed for value-generating business models. The research field involves the areas of Marketing, Service Management and Business Information Systems.

PROJECTS FROM THE KEY RESEARCH AREA

MULTI-CHANNEL STRATEGIES FOR THE FURNITURE TRADE

Project leaders:
[Prof. Dr. Dennis Kundisch](#)
[Prof. Dr. Nancy Wunderlich](#)

This project investigates the suitability of various multi-channel elements for use in furniture retail. The project is being carried out in cooperation with the finke corporate group, a nationally established brick-and-mortar furniture dealer. The goal of the three-year project is to evaluate the advantages and disadvantages of the internet as an advertising and/or distribution channel as well as new possibilities for brick-and-mortar retail from the perspective of the furniture trade, and to develop a sustainable multi-channel strategy. The partnership is supported by an interdisciplinary team of professors. Among other things, the researchers are working to develop multi-channel strategies for experience-oriented goods presentations in keeping with the brand identity. The focus is on identifying suitable design elements for the online and physical experience, and analysing the effectiveness of various customer loyalty instruments. In addition, various aspects of search engine optimisation are being studied. The goal here is to implement optimisation strategies, and to apply and evaluate competing search engine advertising strategies. Furthermore, the researchers are designing gamification and community elements. The objective is to determine whether concepts such as badges and open innovation competitions can be used as effective customer loyalty elements, and how they can be implemented as part of a multi-channel strategy in the various advertising and distribution channels.

PROPELLING BUSINESS PROCESS MANAGEMENT BY RESEARCH AND INNOVATION STAFF EXCHANGE

Project leader:
Prof. Dr. Daniel Beverungen
www.rise-bpm.eu

The latest ground-breaking innovations in the areas of Social Computing, Smart Devices, Real-Time Computing and Big Data Analytics are transforming theories and tools for process management in organisations. The EU project RISE_BPM networks the world's leading research institutions in order to build on these developments and change the course of the Business Process Management (BPM) research field.

Cooperation partners: WU Vienna, Queensland University of Technology, Universidad de Sevilla, Technische Universiteit Eindhoven, University of Liechtenstein, Universidade Federal do Estado Rio de Janeiro, Pohang University et al.

SERVICE INNOVATIONS THROUGH DIGITALISATION

Project leader:
Prof. Dr. Daniel Beverungen
www.digivation.de

Digitalisation is today's main growth and innovation driver, permanently and rapidly changing value creation patterns and value creation relationships. Creating innovative services in this context is a core challenge for our economy and society. As part of the "Digivation" research project, the Chair of Business Information Systems, is investigating how digital process innovations can succeed using data-based services. The "Digivation" joint project is an accompanying project for the funding emphasis in "service innovations using digitalisation," which is supported by the project sponsor Karlsruhe (PTKA). Building on the network of joint projects carried out within this funding emphasis, the project studies the digital transformation of business processes in service provision systems. In addition, the business information specialists are developing sustainable concepts for an organisational transformation of service provision systems, particularly including HR policy measures.

Cooperation partners: RWTH Aachen, University of Passau

INTERACTIVE SHOPPING EXPERIENCES IN CITY CENTRES

Project leader:
Prof. Dr. Daniel Beverungen
www.smartmarketsquare.de

The objective of the SmartMarket2 project is to strengthen the competitive position of medium-sized brick-and-mortar retail using digital, interactive shopping experiences. To this end, SmartMarket2 combines successful online retail strategies with the strengths of conventional retail. The goal is to develop value-added services and apps for mobile end devices that offer relevant benefits and create an interactive shopping experience for customers in urban settings.

Cooperation partners: Cities of Paderborn, Münster, Aachen, Duisburg; WWU Münster, University of Duisburg Essen, Dialego AG, Lancom Systems GmbH

VALUE-CREATING SALES IN BUSINESS-TO-BUSINESS MARKETS

Project leaders:
Prof. Dr. Andreas Eggert,
Prof. Dr. Nancy Wunderlich,
Dr. Eva Böhm

As part of the research focus, we applied for the funding of a research group on the topic of "Value-Creating Sales in Business-to-Business Markets" to the German Research Association (DFG). Scientists from the University of Paderborn, the Ruhr-Universität Bochum and the Westfälische-Wilhelms-Universität Münster are involved in this research group. The University of Paderborn is represented by Professor Dr. Andreas Eggert, Professor Dr. Nancy Wunderlich and Dr. Eva Böhm, and is the main project leader in three out of nine subprojects and is also involved in four further subprojects.



KEY RESEARCH AREA

BUSINESS ETHICS

The key research area Business Ethics not only brings together the teaching and research of the Faculty of Business Administration and Economics, but also uses a cooperation agreement between the Faculty of Business Administration and Economics and the Faculty of Theology at Paderborn University to coordinate their teaching and research on financial and business ethics issues within the context of Christian social doctrine. Specifically, the cooperation opens up business ethics courses to students in both faculties; there is a regular lecture series on the topic of business ethics, and there are joint publications and research projects.

The cooperation between the Faculty of Business Administration and Economics and the Centre for Comparative Theology and Cultural Studies (ZeKK) makes it possible to offer cross-listed courses and perform joint research projects in the area of business ethics; these are offered through a dual Master's programme from the Faculty of Arts and Humanities, with a combination of courses from the disciplines of "Management" and "Theologies in Dialogue" as well as "Philosophy." The

participating chairs include Corporate Governance, Marketing, and Human Resources from the Faculty of Business Administration and Economics; from the Faculty of Arts and Humanities, the main areas are Jewish Studies, Systematic Theology and Ecumenism (Protestant), Systematic Theology (Catholic), and Practical Philosophy.

Behavioural business ethics is one further important area of studies; in addition to the projects with the ZeKK researchers, this field is also explored by Collaborative Research Centre 901, "On-The-Fly Computing" (see p. 30). This research area looks at ethical issues relating to the behavioural economic studies performed in Paderborn's experimental business and economic research lab, the BaER Lab (see below). Cooperation partners in Computer Science for existing and planned joint research projects with Business Administration and Economics particularly include the chairs for Intelligent Systems and Codes and Cryptography. The planned research projects will be carried out during the third funding phase of CRC 901, still to be applied for.

RESEARCH CENTRE

BAER-LAB: BUSINESS AND ECONOMIC RESEARCH LABORATORY

The Business and Economic Research Laboratory (BaER Lab) is the experimental lab for the Business Administration and Economics faculty at Paderborn University, used for studying economic theories, models and questions using controlled lab experiments. The BaER Lab is run by the Chair of Corporate Governance headed by Prof. René Fahr. With its 35 computer workstations and a database of about 2,700 test subjects, it is one of the largest experimental labs in the German-speaking region.

Current research topics: Current experimental projects involve the role of ethical principles in business contexts (tax fraud, corruption, whistleblowing, and compliance), management and

sustainability decisions in the area of corporate social responsibility, and risk perception for decisions involving uncertainty and risk. In addition, the BaER Lab is a permanent research facility for Collaborative Research Centre 901, "On-The-Fly Computing (OTF)," a special research area funded by the German Research Foundation (DFG) until 2019. Using experimental business and economics research, the lab will explore the possibilities and limits of customer evaluations and certifications as instruments for reducing information asymmetries in on-the-fly markets, and will design and evaluate suitable instruments for reducing information asymmetries in OTF markets.

www.baer-lab.org

KEY RESEARCH AREA

WORK IN THE ERA OF DIGITALISATION

Digitalisation is changing our economy and society so rapidly, that there is now talk of a wider industrial revolution, and rightly so. Digital media are transforming work organisation and work locations, questions surrounding inequality and the distribution of employment opportunities are being considered in a new light, and there is a high demand for new concepts of education and further education. But these issues cannot be tackled by any single discipline independently. The faculty is investigating which consequences of digitalisation can already be predicted

and determined in today's empirical studies. The focus areas of our research are changing work requirements and work competence profiles in conventional work places given this variety of key, new technologies and even totally new working contexts (crowd). Although these issues are currently being addressed using micro data from work places and organisations, they are of a much wider economic, socio-political interest; digitalisation requires that German production models are re-evaluated in terms of their future viability.

PROJECTS FROM THE KEY RESEARCH AREA

TECHNOLOGY, TRADE UNION PRESENCE IN GREAT BRITAIN AND JOB DESIGN

Faculty participants:
Prof. Dr. Martin Schneider,
Simon Eisele

Using information collected from employee questionnaires, this project is investigating how the computerisation of work places and the presence of company trade unions are affecting jobs in terms of work content and quality. The study is being tested using British data and will then be expanded to include the German context. This comparison will enable an insight into how the consequences of German "profession orientation" affect work quality.

INCENTIVE SYSTEMS IN CROWDWORKING PLATFORMS

Faculty participants:
Prof. Dr. Martin Schneider,
Paul Hemsén

Crowdworking refers to work opportunities that are provided through internet platforms such as Amazon Mechanical Turk. Workers are technically self-employed and not bound to the platform for acquiring jobs. This project is empirically studying how, and under which conditions, the platforms achieve long-term loyalty among freelance crowd workers, and to what extent the platforms are supplementing or replacing regular employment.

INFLUENCES OF NEW TECHNOLOGY AND THE SIGNIFICANCE OF INDUSTRIAL RELATIONSHIPS

Faculty participants:
Prof. Dr. Martin Schneider,
Christian Manfred Wilke

In industrial operations, digitalisation is reflected in new technologies that can be summarised in the concept "Industry 4.0". This project is developing and empirically validating a methodology for classifying new technologies. In a second stage, the effects of these technologies on work organisation, further education requirements and rationalisation potential will be addressed, also considering the influence of trade unions.

TWO DOCTORAL PROGRAMMES

The projects above are made possible by two interdisciplinary doctoral degree programmes. Scientists from the University of Paderborn and the University of Bielefeld are conducting joint research within the NRW Fortschrittsskolleg "Design of flexible working environments (Work 4.0)." Aside from economic and business fields, researchers in psychology, sociology, pedagogy, electrical and mechanical engineering and computer science are also involved. The programme achieves a certain "transdisciplinary" character through the doctoral students' ongoing contact and dialogue with industrial and practical

partners from the excellence cluster it's OWL, the technology advisory board at the DGB NRW e. V., the IG Metall NRW and the innovation network Energie Impuls OWL e. V. The key research area "digital future" is driven by researchers from the universities of Paderborn and Bielefeld, who are already collaborating in the NRW Fortschrittsskolleg "Design of flexible working environments." The participating disciplines are business and economics, psychology, sociology, pedagogy, electrical engineering, mechanical engineering and computer science.

INTERNATIONAL CONFERENCES

AUTUMN WORKSHOP ON PERSONNEL RESEARCH

Once again, Paderborn University was a focal point for the business administration/personnel research scene. In response to an invitation from Martin Schneider, Professor of HR Management, around 100 participants from all over the world travelled to Paderborn for the Autumn Workshop. The Autumn Workshop is the main personnel research conference in the German-speaking region and it has now been held in Paderborn for the second time consecutively (2016 and 2017). The workshop featured studies on companies' current personnel policies, which were discussed in about 50 presentations. Personnel research in the German-speaking region is closely associated with Dr. Rainer Hampp. The sociologist founded several journals in the 1980s, which then became especially important publication forums for the HR management discipline. Dr. Rainer Hampp stepped away from Zeitschrift für PersonalResearch after 30 years at its helm. During the Autumn Workshop, he received

a special honour for his many years of work. The journal now goes by an English title (German Journal of Human Resource Management) and was one of the sponsors of the Autumn Workshop. The journal Personal Quarterly also participated as a sponsor, and funded a prize for the best academic article, which was awarded to Dr. Katja Dlouhy and Prof. Dr. Torsten Biemann, University of Mannheim, for their new method of studying careers. Martin Schneider, who organised the event together with his team, was very satisfied: "It was a great atmosphere for learning about new research and making contacts. I'm especially happy that more and more presentations are being given by younger researchers." For Martin Schneider, the end of the Autumn Workshop also marks the end of his two-year Chairmanship of the Personnel Commission. This commission is part of the Verband der Hochschullehrer für Betriebswirtschaft (VHB).

SPORTS ECONOMISTS MEET AT THE FACULTY

In 2017, the Faculty of Business Administration and Economics hosted the annual conference of the European Sport Economics Association (ESEA). Led by Prof. Bernd Frick, Chair of Organisational, Media and Sport Economics, the faculty organised the "European Conference on Sport Economics." The conference gave the 110 attendees a successful platform for a multifaceted exchange of ideas across European borders. The international participants were able to share and discuss ideas in two plenary talks and 14 other sessions. "Physical Activity and Out-of-Pocket Costs," "Modern Soccer Demand,"

and "The Role of Beauty in Tennis TV-Viewership" were just three of the 58 presentations given during the three days of the conference.

A two-day PhD workshop was held in advance of the conference. During this workshop, PD Dr. Pamela Wicker (German Sport University Cologne) and Prof. Paul Downward (Loughborough University, GB) taught the 30 international doctoral candidates the basics of "Academic Writing" and working with "Instrumental Variables."

THE PARTICIPANTS AT THE 2017 ESEA CONFERENCE



YOUNG RESEARCHERS



TENURE TRACK

The tenure track programme allows young researchers to plan their academic careers in a reliable, transparent way. After a temporary period as junior professors, the programme offers participants a direct transition to the status of tenured professor. The Faculty of Business Administration and Economics is the first faculty at Paderborn University to implement this programme supporting young academics, with two junior professorships offered in 2017.

DOCTORAL PROGRAMME

The faculty has developed a research-oriented teaching programme for doctoral candidates that systematically prepares PhD students for excellent scholarly research activities and supports them in their research work. Every faculty department offers courses within the doctoral programme. The large range of elective modules allows doctoral students to choose a broad basis or thematically highly focused courses. The curriculum also includes soft-skills modules like academic writing in English. Students can choose whichever modules they think will be most useful for further developing their own specific research projects. In addition, there is financial support for doctoral candidates for taking part in international conferences and carrying out small projects, which means that promising research projects can successfully lead to third-party funding and high-profile publications.

EXCHANGES AND NETWORKING

The spokespeople for mid-level academics – mid-level academics are all non-professorial academic staff in the faculty without a Habilitation, or postdoctoral degree – work hard to offer attractive formats that help staff network within the faculty and make interdisciplinary contacts. For instance, there is a “buddy programme” for newly hired research assistants. The buddy program is valuable because it builds networks and facilitates the exchange of ideas among departments. In addition, the mid-level team hold social events several times a year, such as a barbecue and cocktail party and an excursion to the Libori funfair.

DOCTORATES AWARDED

DURING THE REPORTING PERIOD

Abke, Stephan

Collaboration in faculties, realised through web technologies – A conceptual reference model

Prof. Dr. Wilhelm Dangelmaier, Prof. Dr. Caren Sureth-Sloane

Alberternst, Stephan

The German interest barrier: Relevance, effectiveness and economic consequences

Prof. Dr. Caren Sureth-Sloane, Dr. Michael Ebert

Bauhoff, Frauke Mashail

University cooperations and hiring company newcomers

Jun.-Prof. Dr. Anja Iseke, Prof. Dr. Martin Schneider

Bäumer, Frederik Simon

Indicator-based recognition and compensation of imprecise and incompletely described software requirements

Jun.-Prof. Dr. Michaela Geierhos, Prof. Dr. Wilhelm Dangelmaier

Böddeker, Konstantin

The Economic and Social Determinants of Employee Behavior:

Evidence from Insider Econometric Studies

Prof. Dr. Bernd Frick, Prof. Dr. Martin Schneider

Boxnick, Simon

Multi-criteria scheduling and control in dynamic and stochastic environments – A contribution toward creating robust schedules for freight handling in air freight terminals

Prof. Dr. Wilhelm Dangelmaier, Prof. Dr. Leena Suhl

Brinkmann, Bastian

Evaluating company tax strategies – An empirical analysis based on listed corporations

Prof. Dr. Caren Sureth-Sloane, Prof. Dr. Thomas Werner

Cramer, Christina

Outsourcing industrial services – An event study in the industrial goods sector

Prof. Dr. Andreas Eggert, Prof. Dr. Jens Högreve

Dimant, Eugen

Economics of Corruption and Crime: An Interdisciplinary Approach to Behavioral Ethics

Prof. Dr. Burkhard Hehenkamp, Prof. Dr. Tim Krieger

Flagmeier, Vanessa

Financial Statements' Tax Disclosure – Management Incentives and Usefulness

Prof. Dr. Jens Müller, Prof. Dr. Sönke Sievers

Fuge, Juliane

Mentoring as a didactic instruments in higher education for designing the initial study phase – A comparative analysis of various mentoring forms

Prof. Dr. Peter F. E. Sloane, Prof. Dr. Esther Winther

Gockel, Christof

The Blended Mentoring Concept – A Design-Based Research Study of Weblog-Based School Internship Supervision in Pre-Professional Vocational School Programmes

Prof. Dr. H.-Hugo Kremer, Prof. Dr. Peter F. E. Sloane

Grundmann, Rainer

Fertility and Structural Change in Developing Countries

Prof. Dr. Thomas Gries, Prof. Dr. Yuanhua Feng

Guericke, Daniela

Routing and scheduling for home care services – Solution approaches for static and dynamic settings

Prof. Dr. Leena Suhl, Prof. Dr. Hans Kleine Büning

Hallmann, Corinna

Optimisation of water containers in a water supply system using a combination of mains reduction, mathematical optimisation and hydraulic simulation

Prof. Dr. Leena Suhl, Prof. Dr. Achim Koberstein

Hegemann, Annika

Investment Timing Decisions Under Capital Gains Taxation

Prof. Dr. Caren Sureth-Sloane, Prof. Dr. Jens Müller

Herrmann, Astrid

Planning and decision-making for problematic loan commitments – customer value as a target; An analysis based on the organisational and operational structure of loan monitoring according to MaRisk

Prof. Dr. Bettina Schiller, Prof. Dr. André Uhde

Hinerasky, Ansgar

Implementing a collaboration system for decision support systems in faculty management

Prof. Dr. Leena Suhl, Prof. Dr. Stefan Betz

Isenberg, Florian

A three-step integrated planning approach for multi-step batch size and sequence planning in machining manufacturing

Prof. Dr. Leena Suhl, Prof. Dr. Wilhelm Dangelmaier

John, Thomas

Business Model Modeling Languages as Tools for Innovation: Theory and Empirical Evidence

Prof. Dr. Dennis Kundisch, Prof. Dr. Tilo Böhmman

Knefelkamp, Nadine

Responses to provider-initiated terminations of industrial customer relationships

Prof. Dr. Andreas Eggert, Prof. Dr. Nancy Wunderlich

Kranert, Thomas

Quality management in development and innovation processes – An objective-hermeneutic reconstruction of collective interpretative patterns at vocational schools

Prof. Dr. H.-Hugo Kremer, Prof. Dr. Peter F. E. Sloane

Lauck, Sebastian

Developing an integrated planning process for automated warehouses in heterogeneous environments, with consideration for zone-based warehouse location assignments using double-deep storage and multiple load handling devices

Prof. Dr. Wilhelm Dangelmaier, Prof. Dr. Leena Suhl

Li, Yi

Developing Intercultural Competence on the Basis of Study Abroad Experience at the University Level – A Socio-Economic Design-Based Case Study

Prof. Dr. Peter F. E. Sloane, Prof. Dr. Marc Beutner

Manegold, Jochen

Competition in Markets with Intermediaries

Prof. Dr. Claus-Jochen Haake, Prof. Dr. Stefan Betz

Markwart, Paul

Analytic derivation of precedence rules to equalise high-capacity order characteristics – in the context of timed mixed-model assembly lines

Prof. Dr. Wilhelm Dangelmaier, Prof. Dr. Leena Suhl

Mehrmann, Annika

The influence of tax loss calculations on investment decisions in the case of risk, with consideration for prescriptive and descriptive behavioural elements

Prof. Dr. Caren Sureth-Sloane, Prof. Dr. Stefan Betz

Rose, Anica

The Performance of Individuals, Teams, and Organizations: Empirical Evidence from the Field

Prof. Dr. Bernd Frick, Prof. Dr. Martin Schneider

Sauter, Albert

Design of a feedback-producing sales controlling process for e-commerce in a highly dynamic technology environment – Explained using location-based retail for a running sport retailer

Prof. Dr. Joachim Fischer, Prof. Dr. Wilhelm Dangelmaier

Schopf, Mark Christopher

Essays in Imperfect Environmental Policies and Exhaustible Resources

Prof. Dr. Bernard M. Gilroy, Prof. Dr. Marco Runkel

Stapel, Florian

Ontology-Based Representation of Abstract Optimization Models for Model Formulation and System Generation

Prof. Dr. Leena Suhl, Prof. Dr. Taïeb Mellouli

Weber, Jens

Model-based workpiece and tool positioning to reduce cycle time in NC programs

Prof. Dr. Wilhelm Dangelmaier, Prof. Dr. Leena Suhl

Weskamp, Christoph

An integrated planning approach for determining a product portfolio and supply chain strategy with uncertainties

Prof. Dr. Leena Suhl, Prof. Dr. Achim Koberstein

Wickenhöfer, André

IT-supported contract programme planning for private households based on the example of the mobility requirements

Prof. Dr. Joachim Fischer, Prof. Dr. Stefan Betz



THE MEMBERS OF THE FACULTY TOOK FULL
ADVANTAGE OF OPPORTUNITIES FOR DISCUSSION
AT THEIR 2017 FACULTY RESEARCH WORKSHOP
IN LIPPSTADT

YOUNG RESEARCHERS

A THREE-DAY RESEARCH WORKSHOP

This event, which has been held at two-year intervals for several years now, encourages faculty members to share their research work within the entire Faculty of Business Administration and Economics. It is a particularly good opportunity for young researchers to present their current work and discuss it with members of every department in the faculty, and for internal networking. Around 100 participants made the trip in order to spend several days focusing on research. The total of 14 plenary talks and 16 posters, which were discussed in two poster sessions, covered the faculty's entire range of disciplines – Business Administration, Economics, Business Information Systems, and Business and HR Education. A presentation by Thomas Hoppe and a poster by Christian Wilke were recognised with the “Best Paper Award” and the “Best Poster Award.”

The discussions that started in the conference room also continued during a canoe trip on the Lippe River. The trip reinforced participants' sense of community and, not incidentally, made it clear that the faculty members are “all in the same boat.”

“We hope the ‘Lippstadt spirit’ will keep impacting our everyday lives in the Q Building, inspiring new research requests and further strengthening the quality of our doctoral projects.”

Prof. Dr. René Fahr,
Vice-Dean of Research

AWARDS

Eva Alexandra Schmitz
Dr. Holger Steinmetz

Entrepreneurship Research Newcomer Award 2017

Award granted at the 21st Annual Interdisciplinary Conference on Entrepreneurship, Innovation and Medium-Sized Enterprises for the publication “How counter-stereotypical information can change the beliefs and attitude towards entrepreneurship: An experimental study.”

Dr. Yanick Kemayou

Executive Committee Dissertation Prize

Award granted for a dissertation in English, titled “More class in management research: On the relationship between socioeconomic background and managerial attitudes.”

Prof. Dr. Michael Ebert

Young Researcher Award 2016

Award from the Mannheim Accounting & Taxation Forum for the article “Discretionary Aggregation.”

Dr. Juliane Fuge

Johannes Wildt Young Researchers Prize for Higher Education Didactics Research

Awarded at the 46th annual conference of the Deutsche Gesellschaft für Hochschuldidaktik at TH Cologne, for the dissertation “Mentoring as a didactical instrument in higher education for designing the initial study phase – A comparative analysis of various mentoring forms.”

Dr. Vanessa Flagmeier (2017)

Funding Prize from the Nürnberger Steuergespräche e.V. (2016 and 2017)

Dr. Saskia Kohlhase (2017)

The prizes awarded by the Nürnberger Steuergespräche association are worth 1,500 euros each, and were presented to outstanding dissertations by Paderborn Business Administration and Economics students.

Jun.-Prof. Regina

Ortmann, Ph. D. (2016)

Joschka Kersting

Best Paper Award

Jun.-Prof. Dr. Michaela

Award granted at the 23rd International Conference on Information and Software Technologies (ICIST 2017) for the paper “Using Sentiment Analysis on Local Up-to-the-Minute News: An Integrated Approach.”

Geierhos

Dr. Frederik Simon Bäumer

Dissertation Prize

Award for the dissertation “Indicator-based recognition and compensation of imprecise and incompletely described software requirements” from Forum für Wirtschaftsinformatik, Logistik und Produktion e.V.

Dr. Eugen Dimant

Heinz Sauermann Prize 2016

Award from Gesellschaft für experimentelle WirtschaftsResearch (GfeW) for the dissertation “Economics of Corruption and Crime: An Interdisciplinary Approach to Behavioral Ethics.”

Patrizia Fanasch

Best Young Researcher Award 2017

Award granted at the conference of the European Association of Wine Economists for her presentation “Survival of the Fittest.”

Darius Schlangenotto

Best Paper Award

Award from the 2017 International Conference on Business Informatics, St. Gallen, Switzerland, for the paper “Over-Paid Search: When Bricks-and-Mortar Retailers Should Not Use Paid Search” together with Prof. Dr. Dennis Kundisch.

EDUCATION

Our students are our main priority. Our goal is to transfer current research findings to our teaching, and to actively develop the discipline through research. Our broad range of teaching and research is currently studied by more than 4,000 students, more than 10% of whom are international students drawn to Paderborn by the Business Administration and Economics programme. Our internationally competitive teaching, together with first-class research, makes our students exceptionally well qualified for the global labour market.

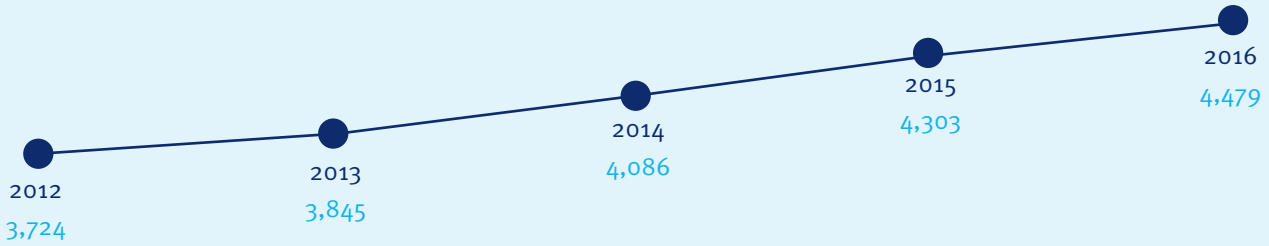
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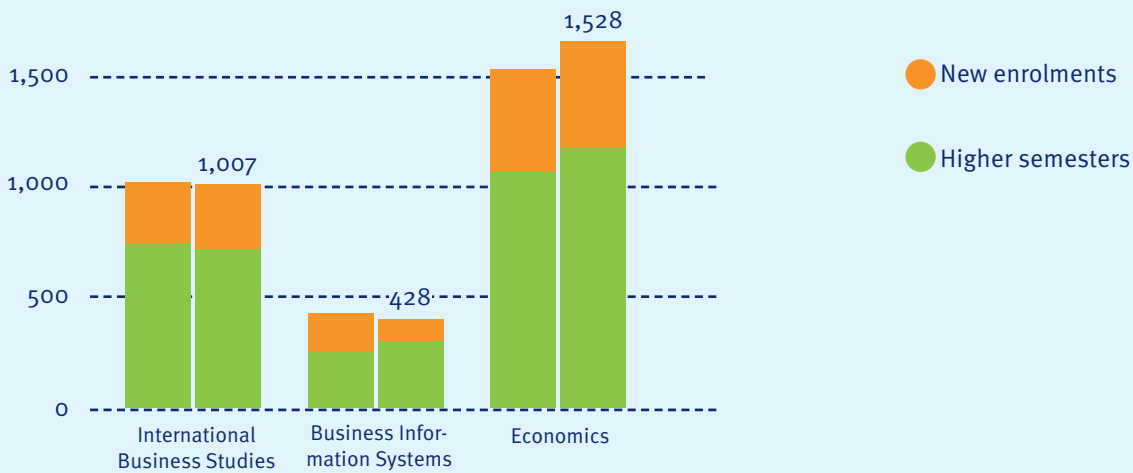
STUDENT ENROLMENT TRENDS

OVERALL DEVELOPMENT BY ACADEMIC YEARS



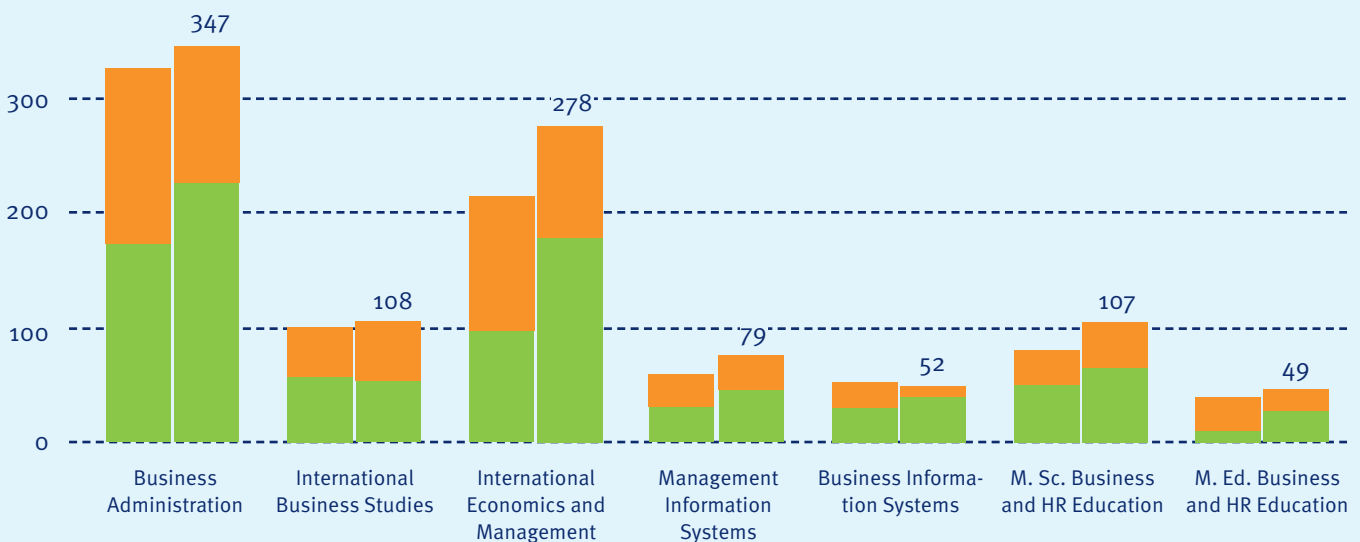
TRENDS FOR BACHELOR'S STUDENTS

a comparison of the 2015 and 2016 academic years



TRENDS FOR MASTER'S STUDENTS

a comparison of the 2015 and 2016 academic years



TOP POSITIONS IN THE CHE RANKINGS

Both the Bachelor's and Master's programmes in the faculty were once again given a very positive evaluation in the German Center for University Development (CHE) rankings.

Bachelor's: Germany-wide, the field of business information systems further improved its excellent position in the top group compared to the 2014 ranking. In 16 of the 22 areas surveyed, Paderborn's Business Information Systems department is one of the best-ranked among the universities, making it by far the best-ranked location for business informatics in Germany. In particular, the survey gave very positive ratings for "Contact with Professional Practice" and "Support for the Initial Study Phase." The field of economics also achieved a very good position in the university ranking, and was in the top group in eleven areas. According to Prof. André Uhde, head of the Bachelor's programme in Business Administration and Economics, the students' evaluations of support during the first year of study and the diversity of course offerings are especially positive signs. "There are many challenges for students in the basic courses. Our specific support services and specialisation opportunities allow students to choose their own emphases and become qualified for a wide range of professional fields."

Master's: In eleven of the twelve categories, business administration and economics landed in the top group. In the evaluations for this top area, four categories especially stand out where our programme is significantly better than the average compared to other universities: "Support during Studies," "Support for International Exchanges," "Facilities," and "Academic Relevance." Thanks to its excellent evaluations, the Business Ad-

ministration and Economics Department at Paderborn University joins four other state universities and one private university to make up the top group for "General Study Situation." Business Information Systems shares the top position with the University of Bamberg. The university thereby holds four of the five possible top spots. Paderborn's Business Information Systems Department received top ratings based on the individual criteria in the categories of "Studies and Teaching," "Equipment," "Job Market and Professional Relevance," and "International Orientation."

"The ranking clearly shows that potential students will receive a high-quality university-level business administration and economics education in Paderborn. The fact that our students find the faculty's accompanying exercises, tutorials, and mentoring system to be helpful and meaningful is great feedback on our efforts."

Prof. Dr. H.-Hugo Kremer
Dean of Academic Affairs

RESULTS FROM THE 2016 GRADUATE SURVEY

Surveys are conducted 1.5 years after graduation.

48 %

of Master's graduates found regular employment immediately after finishing their degree.

73 %

of graduates are satisfied when they look back on their studies. Business Information Systems majors in particular were pleased with the study conditions

€3,300

is the average gross income of graduates 1.5 years after graduation.

47 %

of graduates are employed in the Paderborn and OWL region.

NEW STUDY PROGRAMMES ALLOW FOR SPECIALISATION

Interdisciplinarity is a central part of the teaching and research culture at the Faculty of Business Administration and Economics and the faculty offers a very wide range of approaches. Numerous scientific questions are addressed in our teaching and research in cooperation with colleagues, for instance in the fields of engineering, media studies, computer science, psychology, and education studies. Since the winter semester of 2017/18 two new academic partnerships have been added to our already extensive interdisciplinary collaborations.

The Bachelor's programme in "Sports Economics" is offered in close collaboration with Sports and Media Studies, and is the first such programme in the German-speaking region to be offered by an economics faculty. The new programme of study focuses on the organisation and management of non-profit associations as well as the management of professional clubs for the world's most common team sports. Professional sports as well as popular recreational sports have gained increasing economic significance over the last few decades in addition to their undeniable social importance. The overlapping areas of sports, business, media, and society now constitute an attractive as well as challenging and quickly growing job market that calls for highly qualified personnel. The Bachelor's programme in "Sports Economics" qualifies students for management and conceptual roles in organisations at the interfaces

of sports, business, and media, thereby contributing to the growing demand for academically trained personnel.

In the "Culture and Society" programme, as of the 2017/18 winter semester, students can now combine "Management" courses with a humanities discipline. Traditional work processes and decisions are becoming more and more knowledge-oriented, and pose new challenges for practical management as well as for the public and society. Entrepreneurial decisions require constant consideration of the larger context, which involves economic as well as non-economic issues. As a result, the core business management competences of leadership and decision-making need to be ethically considered, discussed, and evaluated in terms of their guiding values. Subsidiary studies in "Management" provide the opportunity to develop these core competences and gain a solid understanding of company management within an arts and humanities programme. Fundamental ethical orientations are taught and connected with methodological and theoretical knowledge contexts for selected emphases in Business Administration and several related disciplines. Students can also choose from two possible specialisations: "Management and Philosophy" and "Management and Theologies in Dialogue."

OVERVIEW OF DEGREE PROGRAMMES

The six departments in the faculty, with their various orientations, offer a wide range of course modules that also allows students to choose their own specialisations.

BACHELOR'S PROGRAMMES

- B. Sc. International Business Studies
- B. Sc. Sports Economics
- B. Sc. Economics
- B. Sc. Business Information Systems

MASTER'S PROGRAMMES

- M. Sc. Business Administration
- M. Sc. International Business Studies
- M. Sc. International Economics and Management
- M. Sc. Management Information Systems
- M. Sc. Business Information Systems
- M. Sc. Business and Human Resource Education
- M. Ed. Business Education – for Vocational Schools, with Management

STUDY SUPPORT

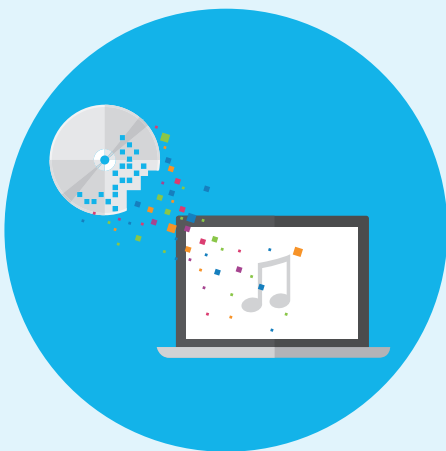


Peer Mentoring

Student mentors from higher semesters provide support for all beginning students (mentees) in small groups for the first year of their studies. Thanks to their own experience, the mentors can easily identify with new students and build strong relationships with them.

Excellence Programme

The main element of this programme is the Excellence Seminar, where interested and high-performing students tackle problems specific to their discipline. The Excellence Seminars are accompanied by individual consulting and supervision services, various workshops, and a Community of Excellence.



Digital Learning Concepts

The teaching staff within our faculty promote interaction between teachers and students by increasingly incorporating video content and online surveys into courses. Almost all lectures and seminars are additionally supported with online platforms. An ever-expanding range of purely online seminars and video lectures for the purpose of self-study, allow for flexibility in terms of learning location and time. New didactic methods are also being tested, for example in the media didactics module, students are required to create their own blog.

Easy Transition to a Master's degree

Bachelor's students who have almost finished their degrees have the opportunity to start completing work for a Master's programme. It is also easier to switch universities because students can simultaneously make up the necessary prerequisites and take modules from the Master's programme.



GO INTERNATIONAL!

Globalisation and the increasing international complexity of the economic sector mean that companies now expect managers to have extensive language skills and experience with a wide range of cultural areas. The faculty's approximately 70 partnerships and exchange relationships provide students with a large international network of academic exchange opportunities abroad.

With its academic focus on Asian Studies in Business and Economics (ASBE), the faculty enables selected students the opportunity to develop skills that prepare them for the language, culture, and economy of the respective Asian country as well as its challenges. The partnerships with China (Beijing and Shanghai), Japan (Oita), and South Korea (Seoul) are supported by the German Academic Exchange Service (DAAD) as part of its "International Study and Training Partnerships" (ISAP) programme. Thanks to the Double Degree Programme established with Illinois State University (ISU) in 2010 and the Double Master's programme with the University of Tohoku, students can earn an additional degree qualification from a partner university during their Master's.

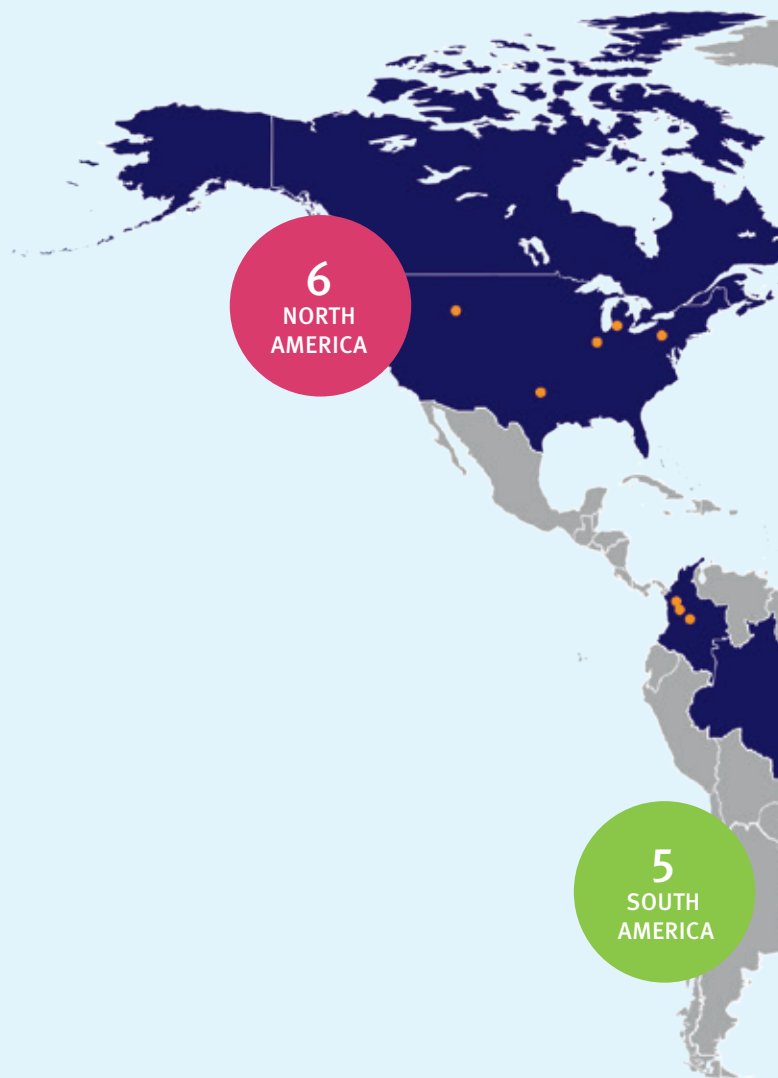
The number of student exchanges is continuously growing. In 2016 and 2017, we had a total of:



outgoing
students



incoming
students



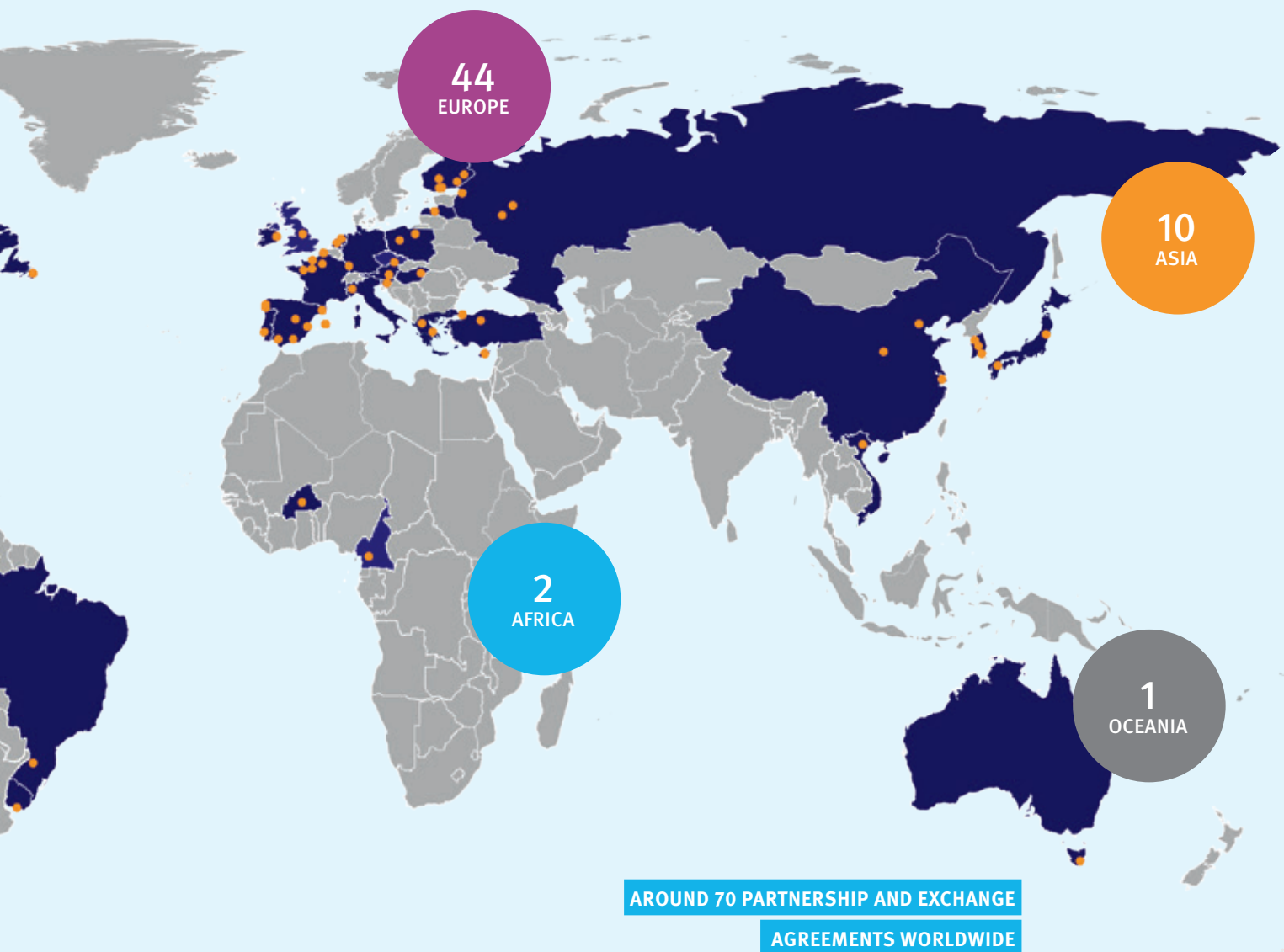
AT A GLANCE: INTERNATIONALISATION OPPORTUNITIES

EXCHANGES

Students can choose from nearly 70 partner universities for their semester abroad and take the opportunity to improve their foreign-language skills and learn about other cultures. The Internationalisation Office supports applicants with everything from the selection interview to earning credits for their academic achievements.

DOUBLE MASTER'S PROGRAMMES

The Faculty of Business Administration and Economics provides students in various programmes with the opportunity to earn a dual degree from Paderborn University and an international partner university. The programmes include Asian Studies in Business and Economics, the Transfer Program at Illinois State University, and the Double Master's programme with Tohoku University.



SHORT-TERM PROGRAMMES

Over several days, students in international teams are able to investigate economics-related topics. For instance, the IT Management Summer School is offered regularly with the University of Tohoku in Japan. The University of Tohoku also participates in the International Spring Program (ISP) along with Foreign Trade University and Paderborn University.

INTERNATIONALISATION AT HOME

It is possible to gain international experience even without going abroad. For instance, there are courses offered in English, blended mobility projects, international competitions, and intercultural exchanges with international students and visiting scholars in forums and tandem language classes.

INTERNATIONAL EXPERIENCE

INTERNATIONAL STUDENTS FORUM IN JAPAN

The Faculty of Business Administration and Economics is a founding member of the “International Students Forum,” held every two years as a firmly-anchored element of the faculty’s internationalisation activities. The International Students Forum (ISF) convened in Oita in August 2017 under the theme “The role of institutional activities in the age of globalisation.” Four students from Paderborn’s Faculty of Business Administration and Eco-

nomics had the opportunity to travel to Japan and take part in the forum. Together with students from several Asian universities, they experienced an intensive period of reciprocal exchanges and learned many new things.

The idea behind this meeting of students from different countries and economic regions is to discuss important shared economic and social issues as well as facilitating an intercultural exchange. The project promotes academic collaboration and friendship between the participating universities and helps build a close network between the universities as well as the participants in the long term.



PARTICIPATING STUDENTS PERFORM A TRADITIONAL JAPANESE DANCE DURING THE FAREWELL PARTY AT THE END OF THE FORUM.

BLENDED-AIM: INTERNATIONALITY WITH A VIRTUAL TEAM

The EU-funded “Blended Academic International Mobility” (blended-AIM) project unites eight universities in Germany, Belgium, Great Britain, Austria, and Greece for a period of three years. The goal of the project is to improve students’ competitive opportunities through new international mobility approaches. The word “blended” is meant literally here. Students from five European countries work on a joint project in interdisciplinary teams of economists, developers, and designers. They complete most of the project work as a virtual team via online meetings and collaboration platforms.

In 2017, the focus was on developing an online collaboration tool for launching new projects. The close collaboration with UWS Business Solutions, a corporate consulting company in Paderborn, allowed students to gather extensive practical experience and benefit from the Managing Directors’ expertise.

During the kick-off meeting in Paderborn, all 15 of the students got to know one another and established a common basis for their later project work. After a project period of about 15 weeks, they reconvened in Glasgow to add the finishing touches to their project results and to jointly present their findings to the advisors and practical partners.



SCOTTISH ADVISOR EDWIN GRAY (IN KILT) ORGANISED A SCOTTISH EVENING FOR ALL OF THE PARTICIPANTS, WITH BAGPIPES AND A HAGGIS CEREMONY.

STRENGTHENING THE NETWORK

NEW PARTNERSHIP WITH CATHOLIC UNIVERSITY IN CAMEROON

Prof. Dr. Martin Schneider and Dr. Yanick Kemayou marked the start of the partnership during a joint celebration with the Rector's and Dean's offices of the Catholic University. In December, they visited the campus of the French-speaking university in Yaoundé, the capital of Cameroon, to learn more about the location and to introduce Paderborn University.

The Catholic University of Central Africa (Université Catholique d'Afrique Centrale – UCAC) was founded in 1991 and has become a University of Excellence that trains young managers for the entire Central African region. "UCAC's course modules are a perfect fit for our faculty. Students find the study conditions very pleasant there, and are able to learn about a French-speaking African culture," explains Schneider.

When Georges Sao, from the Catholic University of Central Africa in Yaoundé (Cameroon), visited Paderborn University in January 2017, he was especially interested in the university's IT and software expertise. Meeting with representatives of the Faculty of Business Admi-

nistration and Economics, he learned about the various software systems and equipment used by the faculty in Paderborn. The knowledge transfer between Paderborn and Yaoundé is an important part of the exchange programme.

"I am very happy about the new partnership, which I see as a bridge between cultures and people. Based on the activities we have planned, I am quite confident that the exchange will provide important inspiration for both sides."

Dr. Yanick Kemayou

Initiator of the exchange. He completed his undergraduate and doctoral studies in Paderborn and comes from Yaoundé.

ANNIVERSARY: A 20-YEAR PARTNERSHIP WITH THE UNIVERSITY OF OITA

More than 60 guests attended the anniversary celebration of the partnership. These included internationalisation officers from the University of Oita, current and former participants in the partnership, many supportive faculty members, and various former and future exchange students. Prof. Junichi Kadota, Vice President of Research, Social Collaboration and Internationality at the University of Oita, emphasised the high priority of internationalisation and thanked participants for the ongoing successful collaboration between the two universities. He pointed out that Paderborn University was the first European cooperation partner for the University of Oita, and therefore represented an important

milestone for its international academic collaboration and growing cultural understanding.

Prof. Dr. Karl-Heinz Schmidt, the first representative in the Oita partnership, emphasised that the reciprocal visits had always been about learning with and from one another. A successful cooperation was important, he said, not just at the academic level, but also socially. Two doctoral students and alumni of the ASBE programme presented a retrospective account of their time at the University of Oita. They said the long-term effects and benefits of this type of exchange programme can be felt in many different aspects of their lives.



STUDENT COUNCIL FOR INTERNATIONAL BUSINESS STUDIES (FSR IBS)



STUDENT COUNCIL FOR BUSINESS INFORMATION SYSTEMS (FSR WINFO)



STUDENT COUNCIL FOR ECONOMICS (FSR WIWI)

STUDENTS SHOW THEIR DEDICATION

AS COMMUNICATORS

Representatives in committees, boards, and professorship appointment committees

Suggesting improvements to the curriculum

Organising course feedback

Awarding the teaching prize

AS GUIDES

Organising the orientation phase

Contact partners for first-semester students

Getting in touch early on

AS ADVISORS BEFORE, DURING, AND AFTER STUDIES

Information about internships, job openings,
workshops, and events

Help with study-related problems

Advising secondary-school students on programmes of study

Alumni network

AS FRIENDS

Study trips

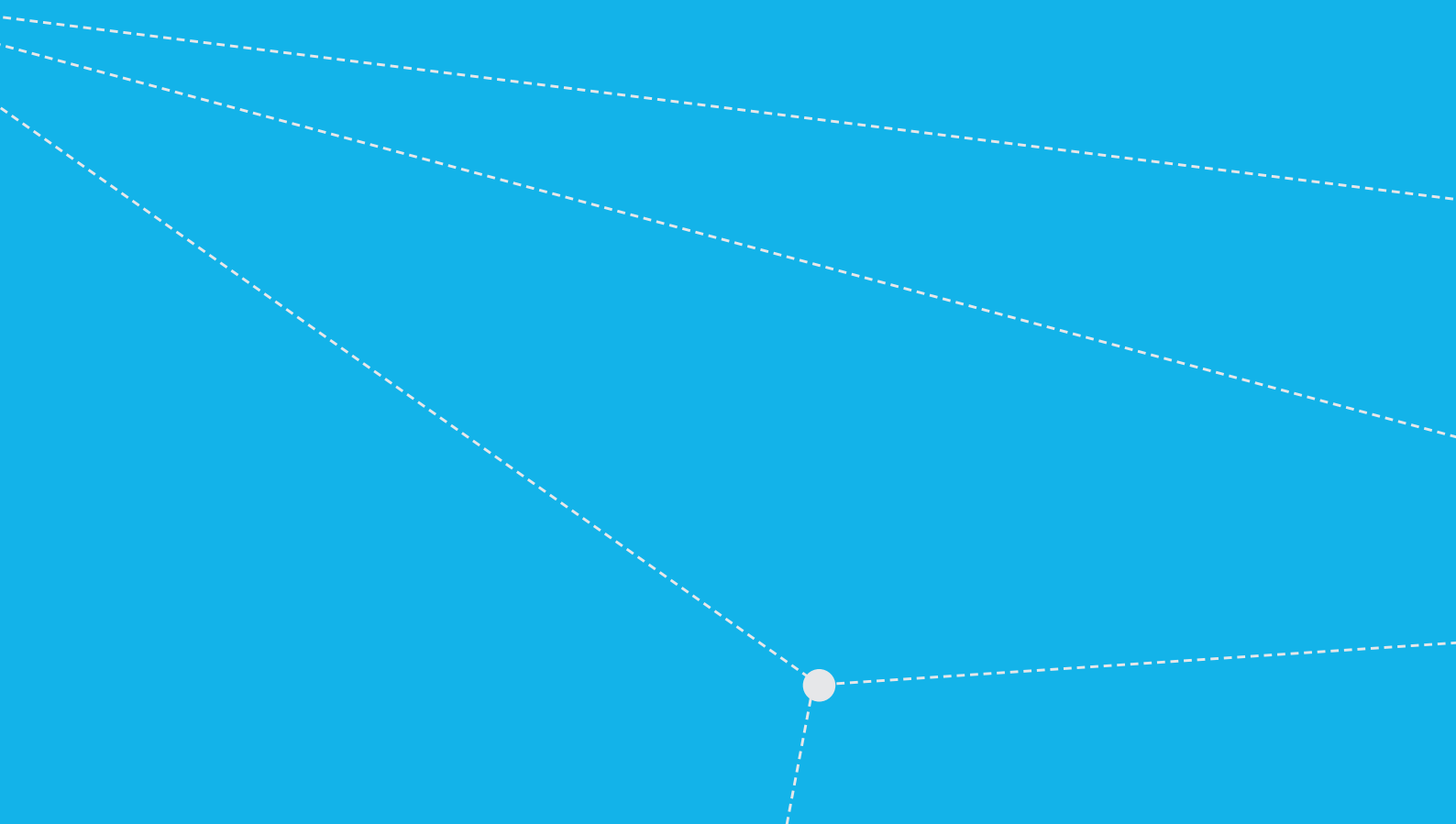
Student council barbecues

Company tours

Parties

DEPARTMENT & CHAIRS

It is our goal to transfer latest research findings to teaching modules and to actively further-develop the study programme through research. Within the faculty, both traditional as well as modern business disciplines are broadly represented through Business Administration, International Business Studies, Business Information Systems, Business and Human Resource Education and Economics. Business Law, Statistics and Business English offer further key areas of study. A key focus and pervasive theme in all our activities is the role of business administration and economics within the knowledge and information society.





DR. FLORIAN TURK, VICE PRESIDENT OF BRITISH PHARMACEUTICAL COMPANY GLAXOSMITHKLINE, LONDON, RECEIVES HONORARY PROFESSORSHIP

Professor Caren Sureth-Sloane, Dean of the Faculty of Business Administration and Economics presented Florian Turk with the appointment certificate for his honorary professorship at a celebratory ceremony, attended by University President Professor Wilhelm Schäfer. Professor Martin Schneider, Chair of Personnel Economics in the Management department gave the laudatory speech emphasising Turk's outstanding achievements both in science and in business practice in the development of new management concepts and within health and pharmaceutical economics.

Turk's strong ties to the University of Paderborn, especially to the Management department are shown in his dedication to teaching, publications and research cooperations. The honorary professorship award also recog-

nises his long-term commitment to teaching at the Faculty of Business Administration and Economics, where each year he offers an English-taught bachelor module providing students with a practical, innovative introduction to leadership.

"We not only wish to honour Florian Turk with this title, but also to create a further tie to our institution. We are very pleased that our colleague Florian Turk, will continue to make an active contribution to teaching and research in the faculty and the university," says Dean Sureth-Sloane.

“THE PROFILE OF INTERNATIONALIZATION AND INTERDISCIPLINARITY AND THE INTEGRATION OF SCIENCE AND PRACTICE IS ALSO REFLECTED IN THE NEWLY INTRODUCED DEGREE PROGRAMS B. SC. SPORTS ECONOMICS AND THE DUAL-SUBJECT COMBINATIONS “MANAGEMENT AND PHILOSOPHY” AND “MANAGEMENT AND THE DIALOGUE OF THEOLOGIES”.

René Fahr

MANAGEMENT

Business Administration esp.
Marketing
Prof. Dr. Andreas Eggert

Business Administration esp.
Corporate Governance
Prof. Dr. René Fahr

Organisational, Media and Sports
Economics
Prof. Dr. Bernd Frick

International Business
Prof. Dr. Rüdiger Kabst

Marketing
Prof. Dr. Prof. E. h. Dr. h. c. mult.
Klaus Rosenthal

Managerial Economics
Prof. Dr. Wendelin Schnedler

Business Administration esp.
Personnel Economics
Prof. Dr. Martin Schneider
Hon.-Prof. Günther G. Goth
Hon.-Prof. Dr. Florian Turk

Business Administration esp.
Service Management
Prof. Dr. Nancy V. Wunderlich

BUSINESS ADMINISTRATION

ESP. MARKETING



**PROF. DR.
ANDREAS EGGERT**

Andreas Eggert has chaired the department of Business Administration especially Marketing, at the University of Paderborn since 2004. He completed his studies as an industrial engineer with a technical specialisation in mechanical engineering at the University of Kaiserslautern, where he earned a PhD in Marketing in 1999, and completed his Habilitation in 2004. Andreas Eggert's research focuses on strategies for adding value to business relationships, both in Business-to-Business and in Business-to-Consumer markets. His research has been published in leading international trade journals (including the Journal of Marketing), has received multiple Best Paper awards, and is among the most often-cited work in its research areas.

www.wiwi.upb.de/dep1/marketing/

In its research, the Chair of Business Administration especially Marketing focuses on strategies for adding value in business relationships, both at a business-to-business level and in business-to-consumer markets. The department members have strong competences in applying quantitative and qualitative research methods, particularly in variance and covariance-based structural equation modelling, multi-level modelling, qualitative comparative analysis and experimental design. In business-to-business marketing, the current research interest is particularly focused on industrial service provision strategies. The chair studies how the marketing of industrial services affects sales and earnings for the supplier, and what strategies are successful for pricing and selling industrial services. It also studies the requirements for effectively implementing a value-oriented sales approach in business-to-business markets. In business-to-consumer marketing, the research centers around managing customer recommendations and loyalty programmes. The group analyses the intended as well as unintended effects of marketing instruments, and creates design recommendations for their optimal use. In teaching, the Chair of Business Administration especially Marketing, offers lectures on business-to-business and business-to-consumer marketing. It places special value on developing application expertise, which the students can gain through company simulations, by discussing case studies and working on practical projects in collaboration with company partners.

Selected Publications

Payne, A.; Frow, P.; Eggert, A. (2017). The Customer Value Proposition: Evolution, Development, and Application in Marketing. In: Journal of the Academy of Marketing Science, Vol. 45, No. 4, pp. 467-489. [A]

Eggert, A.; Böhm, E.; Cramer, C. (2017). Business Service Outsourcing in Manufacturing Firms: An Event Study. In: Journal of Service Management, Vol. 28, No. 3, pp. 476-498. [B]

Steinhoff, L.; Palmatier, R. W. (2016). Understanding Loyalty Program Effectiveness: Managing Target and Bystander Effects. In: Journal of the Academy of Marketing Science, Vol. 44, No. 1, pp. 88-107. [A]

Current Projects

Value-Creating Sales in Business-to-Business Markets: a research project in collaboration with colleagues from Ruhr University Bochum, Westphalian Wilhelm University of Münster and the European School of Management and Technology Berlin.

Customer Value Propositions: ein internationales Forschungsprojekt mit Prof. Dr. Pennie Frow von der University of Sydney und Prof. Dr. Adrian Payne von der University of New South Wales, Sydney.

Gift Purchases: a research project based on an international data set from the Wharton Customer Analytics Initiative.



Current Cooperations

Cooperation with Ruhr University Bochum, Westphalian Wilhelm University Münster and the European School of Management and Technology Berlin as part of the project “Value-Creating Sales in Business-to-Business Markets.”

Joint dissertation-writing workshop with the marketing departments at the universities of Dortmund, Wuppertal and Braunschweig.

Module courses for the Summer and Winter Schools in cooperation with the Career Service at the University of Paderborn.

Prizes and Awards

Best Paper Award in the track “Improving the Customer Journey and Services Experiences,” AMA Winter Marketing Educators’ Conference 2017, Orlando: Eva Böhm together with Ina Gamefeld and Lena Feider (both at Bergische Universität Wuppertal): “Managing the Necessary Evil: Can Payment Methods Reduce Product Returns”

Best Paper Award in the track “Services Marketing and Retailing,” AMA Winter Marketing Educators’ Conference 2016, Las Vegas: Andreas Eggert together with Eva Böhm and Christina Cramer: “Understanding Service Awards: Exploit the Bright Side, Avoid the Dark Side”

Robert D. Buzzell MSI Best Paper Award for the MSI working paper “Consequences of Customer Engagement: How Customer Engagement Alters the Effects of Habit-, Dependence-, and Relationship-Based Intrinsic Loyalty” by Lena Steinhoff together with Conor M. Henderson and Robert W. Palmatier

Teaching prizes from the Faculty Student Council for the following modules: Value-Based Marketing (third prize for Master’s module in 2016), Introduction to Marketing (second prize for assessment-phase module in 2016), Practical Seminar on Online Marketing (second prize for Bachelor’s module in 2016), Customer Management and Customer Research (third prize for Master’s module in 2016)

Visiting Scholars

As part of his research semester in October 2017, Prof. Andreas Eggert travelled to the University of Sydney on the invitation of Professor Pennie Frow, where he worked on a joint research project on the topic of „Customer Value Propositions.“

Modules

- Basics of Business Administration A: Marketing
- B2C Marketing
- Strategic Marketing Simulation
- Practical Seminar Online Marketing
- Retailing (Gary Hunter)
- Negotiation (James Eckert)
- Winter School/ Summer School
- Customer Management and Research
- Value-Based Marketing
- Relationship Marketing
- Digital Marketing (Steven Taylor)
- Relationship Driven Selling (James Eckert)
- Publishing Scholarly Research (Dwayne Gremler)
- Business Theory
- Structural Equation Models with Latent Variables

Other Responsibilities

Prof. Dr. Andreas Eggert

- Member of the International Advisory Board of the Marketing Department at Copenhagen Business School
- Member of the Academic Advisory Board at Siemens Global Marketing Services
- Member of the Faculty Council
- Member of the Administrative Board of the Studierendenwerk
- Reviewing activities for the following trade journals, among others: Journal of the Academy of Marketing Science, International Journal of Research in Marketing, Journal of Service Research, Journal of Supply Chain Management, Journal of Business-to-Business Marketing, Industrial Marketing Management, Journal of Business Market Management
- Reviewing activities for the German Research Association (DFG), Swiss National Science Foundation

Dr. Lena Steinhoff

- Member of the Editorial Review Board at the Journal of the Academy of Marketing Science
- Secretary for Paderborner Hochschulkreis (PHK) e.V.
- Reviewer for the following journals: Journal of the Academy of Marketing Science, Journal of Retailing, Journal of Business Research, der markt - International Journal of Marketing

Dr. Eva Böhm

- Member of the Editorial Board at the “Journal of Strategic Contracting and Negotiation”
- Reviewer for the following journals: Journal of Personal Selling and Sales Management, Journal of Business Research, Industrial Marketing Management, Journal of Business Economics (formerly Zeitschrift für Betriebswirtschaft), Journal of Business and Industrial Marketing, Zeitschrift für Betriebswirtschaft, Journal of Business and Industrial Marketing

BUSINESS ADMINISTRATION ESP. CORPORATE GOVERNANCE

Die Corporate-Governance-Lehre ist eine vergleichsweise neue Teildisziplin der Betriebswirtschaftslehre, die sich im engen Verständnis des Begriffs mit der Gestaltung von Institutionen zur Wahrung der Interessen der Aktionäre beschäftigt. In einer weit- en Definition bezeichnet Corporate Governance die Einrichtung von Institutionen und die Organisation und Kontrolle der Unternehmensführung in einer Art, dass die Wohlfahrt von anderen Individuen und Institutionen, die ein Interesse am Fortbestand des Unternehmens haben (z. B. Arbeitnehmer, Kommunen, Aktionäre), gewahrt wird. Forschungsfragen des Lehrstuhls betreffen unter anderem unvollständige Vertragsstrukturen, Compliance, ethische Unternehmensentscheidungen und nachhaltige Unternehmensführung. Die Grundlage der Arbeit des Managementlehrstuhls in Forschung und Lehre bilden die Personalökonomie, die Wirtschaftsethik und die Verhaltensökonomie. Damit sollen die verschiedenen Facetten der Corporate Governance auf ökonomischem Fundament vor allem empirisch durchleuchtet werden. Abhängig von der Forschungsfrage und der verfügbaren Information werden dabei aggregierte Daten, Individualdaten und – auf einer Mikroebene – Daten aus dem wirtschaftswissenschaftlichen Experimentallabor analysiert. Forschungsgebiete des Lehrstuhls beschäftigten sich unter anderem mit der Qualitätssicherung von Online-Dienstleistungen und den Determinanten des Whistleblowings. An dem Lehrstuhl ist die wissenschaftliche und organisatorische Leitung des BaER-Labs, des experimentellen Forschungslabors der wirtschaftswissenschaftlichen Fakultät, angesiedelt. Zudem koordiniert der Lehrstuhl den Schwerpunktbereich Wirtschaftsethik in Kooperation mit der Theologischen Fakultät Paderborn sowie die Zwei-Fach-Master-Spezialisierung „Theologien im Dialog und Management. Im Lehrprogramm des BA- und MA-Studiengangs werden die quantitativen Lehrinhalte durch ständige Bezüge zur Tagespolitik, den Einsatz von Fallstudien und die Einbeziehung von Praktikern in Handlungsempfehlungen für die Managementpraxis umgesetzt.



**PROF. DR.
RENÉ FAHR**

René Fahr studied Economics, Philosophy and German Studies at the University of Bonn graduating with a Diploma in Economics in 1998. He commenced his doctoral studies as part of the European Doctoral Programme (EDP) at the University of Bonn, and deepened his academic activities at the Centre for Economic Performance at the London School of Economics and Political Science. René Fahr received his doctoral degree in 2003, with a dissertation supervised by Klaus F. Zimmermann on “Occupational Mobility and Occupational Matching: Some Implications for Career Choice and Labor Market Policy.” Prof. Fahr has held the Chair of Business Administration especially Corporate Governance at the University of Paderborn since October 2008, and is the Scientific Director of the experimental laboratory in the Faculty of Business Administration and Economics.

www.quantitative-cg.de



Selected Publications

Fahr, R. and Wilmes, B.W. (2017): „Behavioral Compliance in der Unternehmenspraxis – Corporate Compliance trifft auf Erkenntnisse der Verhaltensökonomie.“ In: Compliance Business, Vol. 4, pp. 6-9

Fahr, R. and Foit, D. (2016): „Verantwortung macht Sinn: Corporate Social Responsibility.“ In: Personnel Quarterly, Vol. 4, pp. 20-27.

Djawadi, B.M. and Fahr, R. (2015): “...and they are really lying’: Clean Evidence on the Pervasiveness of Cheating in Professional Contexts from a Field Experiment.“ In: Journal of Economic Psychology, Vol. 48, pp. 48-59.

Current Projects

GSK (GlaxoSmithKline, plc, Great Britain): Joint project studying patient termination behaviour in drug treatments for chronic illnesses.

Sub-project leader for CRC 901, “On-The-Fly Computing,” sub-project A4: The objective of Collaborative Research Center 901 is to develop technologies and processes for automatic on-the-fly configuration and implementation of customised IT services. The Chair of Corporate Governance particularly focuses on quality assurance (e.g. through reputation systems) in “on-the-fly” markets.

Current Cooperations

Faculty of Theology: Coordinating the partnership between the Faculty of Business Administration and Economics at the University of Paderborn and the Faculty of Theology in Paderborn in the field of business ethics.

EY (Ernst & Young): Cooperative PhD project on integrity management with a special focus on whistleblower systems

Awards and Honours

Funding from the German Research Foundation: In November 2017, Dr. Behnud Mir Djawadi received approval for funding from the German Research Foundation (DFG) to study effective compliance and integrity measures to increase whistleblowing behaviour.

Funding prize for “Innovation and Quality in Teaching”: In 2016, Prof. René Fahr and Dr. Behnud Mir Djawadi, together with Prof. Dennis Kundisch, Jun. Prof. Alexander Skopalik, Dr. des. Thomas John, Matthias Feldotto and Jun. Prof. Katrin Kliensieck, received a sponsorship prize for their project “StudyNOW. A web-based platform to strengthen students’ learning motivation through gamification.”

Other Responsibilities

- Vice-Dean of Research and Young Researchers
- Academic Advisor for oikos Chapter Paderborn
- Scientific Director of the experimental lab in the Faculty of Business Administration and Economics at the University of Paderborn
- Research Fellow, IZA Bonn
- Deputy member of the Ethics Commission at the University of Paderborn
- Reviewer for the following trade journals, among others: Journal of Economic Behavior and Organization, Journal of Economic Psychology, Journal of Public Economics, Economics of Governance, Journal of Health Economics

Modules

- Basics of Business Administration A
- Basics of Corporate Governance
- Sustainability
- Sustainable Economics and Management
- Company Policy in an International Context
- Principles of Business Ethics
- Seminar on Business Ethics
- Empirical Management Research
- Seminar on Business Policy
- Business Ethics
- Introduction to Methods of Empirical Economic and Social Research
- Interreligious Perspectives of Business Ethics
- Seminar on Economic and Business Ethics
- Aspects of Business Ethics
- Topics in Business Ethics
- Experimental Economic Research (doctoral course)

ORGANISATIONAL, MEDIA AND SPORTS ECONOMICS

Organisations are an integral feature of modern societies; companies, administrations, courts, social institutions, universities and associations are a key requirement for our prosperity. In turn, without this prosperity, many of the above “organisation types” above would be almost impossible to imagine. With the help of the divisions of labour and specialisation found in and among organisations, we are able to harness significant productivity potential. To achieve this, it must be ensured that the individual actors are always provided with the information they need to fulfil their assigned tasks. At the same time, these actors must also be willing to use this information in the interest of “their” company, “their” administration, etc. The latter cannot always be assumed, given the at least occasional conflicts of interest between the individual and the organisation. Every organisation, if it wants to survive in the long term, must ensure not just the coordination, but also the motivation of its members. Given this background, it is worth asking whether the measures, routines and instruments used by profit-maximising companies and other organisations actually bring about the intended (behavioural) effects. In order to draw conclusions about how market conditions, legal and (salary) agreement regulations as well as “implicit” agreements influence the behaviour of benefit-maximising individuals, we need a theory-rich reconstruction of observable decisions as well as an empirical review of behavioural prognoses. Since we see ourselves as representatives of an “applied economics,” we always place great value on linking theoretical analysis with empirical reviews. Application-oriented teaching of the necessary competences in the BA and MA programmes is a major goal for us. This is the only way to realise the main objective of business administration: formulating concrete as well as applicable recommendations for action.



**PROF. DR.
BERND FRICK**

Bernd Frick studied **Sociology and Economics** at the University of Trier and at Clark University, Worcester, USA. He completed his doctorate (1990) and Habilitation (1996) in the Business Administration department at the University of Trier. He held the Chair of Business Administration, especially HR and Organisational Economics, at Ernst-Moritz-Arndt University in Greifswald (1995-2001) as well as the Reinhard Mohn Chair of Company Management at the University of Witten/Herdecke (2001-2006). Since 2007 he has been a Professor of Organisational, Media and Sports Economics at the University of Paderborn. Director of the Institute of Labor and Personnel Management at AutoUni, Volkswagen AG, Wolfsburg (March 2011 – March 2015). Professor of Sports Economics at the private university Schloss Seeburg, Seekirchen/Salzburg (since Sept. 2016).

www.wiwi.upb.de/dep1/frick

Selected Publications

Intensity of Physical Activity and Subjective Well-Being: An Empirical Analysis of the WHO Recommendations. *Journal of Public Health*, 39 (2017) 2, pp. 19-26 (with Pamela Wicker)

The Structure and Determinants of Expected and Actual Starting Salaries of Higher Education Students in Germany: Identical or Different? *Education Economics*, 24 (2016), 3-4, pp. 374-392 (with Michael Maihaus)

The Economics of Long-Term Contracts in the Footballers' Labour Market. *Scottish Journal of Political Economy*, 62 (2015) 1, pp. 8-24 (with Babatunde Buraimo, Michael Hickfang and Robert Simmons)

Current Projects

On-The-Fly Computing DFG; SFB 901 Empirical Analyses in Markets for OTF Services: The Impact of Warranties and Certifications on Product Demand

Accompanying study for Uni Baskets Paderborn: An empirical accompanying study on the University of Paderborn's involvement with basketball club Uni Baskets Paderborn.

Awards and Honours

Prof. Dr. Bernd Frick: Best Paper Award, European Association of Wine Economists, 24th Annual Conference, Colmar, 2016

Patrizia Fanasch: Best Young Researcher Award, European Association of Wine Economists, 25th Annual Conference, Bologna, 2017

Other Responsibilities

Programme Manager for the "B.Sc. in Sports Economics" at the University of Paderborn

Reviewing activities for the following trade journals, among others: *British Journal of Industrial Relations*, *Contemporary Economic Policy*, *Economic Inquiry*, *European Journal of Operational Research*, *Industrial and Labor Relations Review*, *Journal of Sport Management*, *Journal of Sports Economics*, *Quarterly Journal of Economics*, *Scottish Journal of Political Economy*, *Southern Economic Journal*

Modules

- Organisation and Company Management
- Freakonomics: Surprising Effects of Applied Economics
- Seminar on Organisational Economics: Sports Economics
- Current Topics in Sports Economics: A Comparison of the Organisation of Professional Team-Sport Leagues
- The Economics of Health Care Systems
- The Economics of Professional and Leisure Sports
- Management and Economics of Non-Profit Organisations
- Scenario Management
- Advanced Negotiations and Dispute Resolution
- Happiness Economics
- The Economics of the Entertainment Industry
- Seminar on Organisational Economics: The Economics of Individual Behaviour in Organisations Applied Research Management
- Applied Organisational Economics: Theory and Empirical Evidence

INTERNATIONAL BUSINESS



PROF. DR. RÜDIGER KABST

Rüdiger Kabst holds the Chair of International Business, he is Head of the Technology Transfer and Startup Center (TecUP), and the founder of the garage33 innovation centre. As Vice President, he represents the areas of Technology Transfer and Marketing at the managerial level of the University of Paderborn. Before accepting his professorship appointment at the University of Paderborn, Rüdiger Kabst was a professor of HR Management, Small and Medium-Sized Enterprises and Entrepreneurship at Justus Liebig University in Gießen from 2004 to 2012.

www.wiwi.upb.de/dep1/kabst

The chair's key areas of teaching and research include international HR management, the challenges of company management at the interface between efficiency, innovation and sustainability (especially HR innovation, HR intrapreneurship, HR business partners, employer branding, eHRM and diversity), the internationalisation of small and medium-sized enterprises, startup and technology companies, entrepreneurship, university startups, innovation management, digitalisation, and e-government and e-participation. The chair also serves as the German representative for the "Cranfield Network on International Strategic Human Resource Management" (Cranet).

Awards and Honours

Dr. Rodrigo Isidor, Eva Alexandra Schmitz, Dr. Holger Steinmetz and Jun. Prof. Marius Wehner were granted the "Entrepreneurship Research Newcomer Award 2017" from G-Forum for their paper "How counter-stereotypical information can change the beliefs and attitude towards entrepreneurship: An experimental study."

The essay "Controllers as business partners in managerial decision-making: attitude, subjective norm, and internal improvements," published in the Journal of Accounting & Organizational Change (2015), was recognised as a "highly commended paper" by the Emerald Literati Network Awards for Excellence in 2016.

The essay "Incentive pay configurations: Bundle options and country-level adoption," published in the trade journal Evidence-based Human Resource Management (2016), was distinguished as an "outstanding paper" by Emerald Publishing in 2017.

Also in 2017, the trade journal Personalmagazin named Prof. Rüdiger Kabst one of the leading minds in German HR studies for the fifth time consecutively.

MANAGEMENT

THE TEAM FROM THE CHAIR OF
INTERNATIONAL BUSINESS AND THE TECHNOLOGY
TRANSFER AND START-UP CENTER AT THE
UNIVERSITY OF PADERBORN (TECUP).

Selected Publications

Schwens, C., Zapkau, F.B., Bierwerth, M., Isidor, R., Knight, G.A., & Kabst, R. International entrepreneurship: A meta-analysis on the internationalization and performance relationship. *Entrepreneurship Theory & Practice*, (forthcoming).

Li, C., Isidor, R., Dau, L. A., & Kabst, R. The more the merrier? Immigrant share and entrepreneurial activities. *Entrepreneurship Theory and Practice*, (forthcoming).

Li, C., Brodbeck, F. C., Shenkar, O., Ponzi, L. J., & Fisch, J. 2017. Embracing the foreign: Cultural attractiveness and international strategy. *Strategic Management Journal*, 38(4): pp. 950–971.

Current Projects

garage33: garage33 is a startup incubator established by the University of Paderborn, the Paderborn überzeugt. e.V. business association and regional business partners. TecUP supports regional startup activities by providing qualification measures and coaching for startups. garage33 also provides regional business partners with an innovation location for developing disruptive products and business models.

InnovationslaborOWL: Over the next three years this project by the Campus OWL university partnership will qualify three cohorts of startups in order to successfully develop and implement their business ideas over the course of 12 months. Overall, the project will support up to 45 startups at the university locations. The goal is to strengthen OWL as a startup region and a high-tech hub by further developing its digital infrastructure.

Current Cooperations

InnovationslaborOWL: Prof. Stefan Witte, Vice President of Research and Technology Transfer, inIT - Institute Industrial IT, OWL University of Applied Sciences Prof. Dr. Uwe Rössler, Business Administration esp. Marketing, and Prof. Dr. rer. pol., Dipl.-Kfm. Tim Kampe General Business Administration esp. Financial Management and Accounting, Fachhochschule Bielefeld Dr. Daniela Rassau, Department of Research Funding & Transfer (FFT) / Transfer and Startups, University of Bielefeld

Visiting Scholars

Eva Alexandra Schmitz:

Eva Alexandra Schmitz: research trip to the “Center for Corporate Social Responsibility” at Copenhagen Business School (CBS) on the invitation of Prof. Kai Hockerts, 6 February - 13 March 2017.

Other Responsibilities

- Chairman of the Scientific Advisory Board at the Institut für Mittelstandsforschung (IfM) in Bonn
- German representative of the “Cranfield Network on International Strategic Human Resource Management” (Cranet)

Modules

- International Business
- International Comparative Management
- Introduction to Strategic Innovation Management
- Entrepreneurship
- Entrepreneurial Business Planning
- Ideas for Company Startups
- Startup Practice
- Social Entrepreneurship





MARKETING

Core research topics in the Chair of Marketing primarily include management & philosophy, B2B marketing, theoretical principles and the (theoretical) genesis of business administration and marketing as well as current knowledge management issues in corporate contexts. In addition, Mr. Rosenthal works on integrated theoretical perspectives that arise from interactions between the main scientific fields of economics, philosophy, mathematics and physics, as well as projects involving the knowledge economy. Furthermore, the chair plays an initiating and coordinating role in the Management & Philosophy degree programme; and is involved in the Culture & Society course of studies at the University of Paderborn. The core of this programme is aligned with the chair's knowledge horizon: the increasingly distinct shift from traditional work-oriented processes toward knowledge-oriented processes in economic fields of action will pose a strategic challenge (if not THE strategic challenge) for managers in the near future. The full effects and characteristics of this development can be guessed at today, but are by no means predictable. This development inevitably means that long-term strategic planning and organisational processes for and within companies can no longer be handled with mere instrumental knowledge, which is becoming obsolete at an ever-faster pace. Despite these developments, the core management competences – leading and decision-making – remain the same as always. Decisions within and for companies require constant reflection on a larger context, where economic areas are interwoven with non-economic contexts. These skills are essential for many existing work and activity areas (general management, HR and organisational management, etc.), and they will become increasingly valuable as new fields emerge. When economic fields of action change but the core competences within these fields remain the same, this necessarily changes the job profile for potential management employees. If the job profile for managers changes, the requirements for those future managers' academic training must also change. The required academic profile can only be achieved by reuniting areas of knowledge that have previously been taught separately.



**PROF. DR. PROF. E. H.
DR. H. C. MULT.
KLAUS ROSENTHAL**

Klaus Rosenthal has held the Chair of Marketing since 1991. After studying Economics, Philosophy and Nautical Science, he completed his doctorate in 1985 with a thesis on the identical epistemological origins of economics and science. Until 1991 he worked as a research assistant, as a Sales Manager at Siemens AG, and a scientific advisor for the NRW State Chancellery. In 1991 he founded ITK Telekommunikation AG and managed its two main locations in Dortmund and Boston. In 1996 he founded the KMU Institut für Gründungs- und Mittelstandsmanagement, which he managed until the end of 2003. He was named "Company Founder of the Year" in 1996; two years later, in 1998, he was named "Entrepreneur of the Year."

www.wiwi.upb.de/dep1/rosenthal

Selected Publications

Analysis of Framework Terms Interaction and Elements Knowledge Triangle in Ukraine. Eds.: Rosenthal, K.; Kaufmann, G.; Nikitsin, V.; Dmytrychenko, M.; Dmytriev, M.: Kiev 2015.

Target Specification – Improving the Effectiveness of the Knowledge Triangle in Ukraine – eds.: Rosenthal, K.; Kaufmann, G.; Nikitsin, V.; Dmytrychenko, M.; Dmytriev, M.: Kiev 2016.

Der Blickwechsel der Wissenschaft. Velbrück Wissenschaft 2017.

Current Projects

Fostering the Knowledge Triangle in Belarus, Ukraine and Moldova – FKTBUM: Developing target specifications for reforming the “knowledge triangle” at the national level in Belarus, Moldova and Ukraine, with a total of 23 project partners including universities, research institutes, know-how transfer institutions, technology fleets and national ministries of Education in Belarus, Moldova and Ukraine, European partner universities and research institutions in Germany, Latvia and Slovakia. Financing volume: €0.756 million.

Network of competence centres for the development of cruise tourism in the Black Sea region – Cruise T: Network of competence centers for the development of cruise tourism in the Black Sea region in Batumi, Georgia, and Odessa, Ukraine, with a total of 26 project partners (including universities, seaports, national and regional tourism agencies in Georgia and Ukraine, European partner universities and research institutions from Germany, Italy, Bulgaria, Romania and Slovakia). Financing volume: €1.338 million.

RETHINK – Reform of Education THru International Knowledge exchange: Developing and creating Master’s programmes with dual and multiple degrees in the fields of Architecture and Urban Development and Environmental Science with partners from Portugal, Spain, Germany, Armenia, Azerbaijan, Georgia, Moldova, Ukraine and Belarus. Implemented in cooperation with 22 institutions, including universities and national education ministries. Financing volume: €1.421 million.

Visiting Scholars

- 27/1/2016 - 30/1/2016, Kloster Andechs: The Linguistic Logic Vector: Word – Speech – Voice – Data Secrecy - On the Development of Speechlessness in Analog Biosystems in the Age of Voice Management
- 9/2/2016 - 13/2/2016, State University of Moldova in Chi in u, Moldova: Start up Management
- 17/4/2016 - 27/4/2016, Belarusian State University of Economics in Minsk and State Pavel Sukhoi Technical University in Gomel, Belarus: Management Criteria in 4.0 Industry
- 4/5/2016 - 8/5/2016, University of Latvia in Riga, Latvia: The Triangle of Knowledge Management
- 11/6/2016 - 18/6/2016, Maritime University Constanta, Romania: Cruise Tourism and Marketing
- 2/9/2016 - 11/9/2016, State Maritime Academy in Batumi: Cruise Tourism and Marketing
- 21/9/2016 - 23/9/2016, University of Jena: Data Protection and Security as a Management Task
- 16/10/2016 - 23/10/2016, National Transport University of Kiev and National University of Uzhgorod, Ukraine: Fostering and Knowledge Management
- 22/11/2016 - 27/11/2016, Odessa National Maritime University, Ukraine: Management and Orientation - Horizon and Perspective in the Transition From Analog to Digital Management Orientation
- 21/3/2017 - 25/3/2017, State University of Moldova in Chi in u, Moldova: Knowledge Management and the Challenge for Belarus
- 16/5/2017 - 20/5/2017, Belarusian State University of Economics in Minsk, Belarus: Knowledge Management and the Challenge for Belarus
- 4/7/2017 - 7/7/2017, University of Zilina, Slovakia: Network for Young Researchers
- 25/9/2017 - 1/10/2017, National Transport University of Kiev and Odessa National Maritime University, Ukraine: The Change in Research Perspective

Other Responsibilities

- Programme Manager and coordinator for the management course content in the “Culture and Society” Master’s programme in the Faculty of Arts and Humanities at the University of Paderborn
- Voluntary Board Spokesperson for Siemens User Group SICUS e. V., Paderborn

Modules

- B2B Marketing
- Economic Thinking and Action
- Knowledge Management
- Management and Marketing
- Philosophy and Theory
- Economics
- Ethics and Thinking
- Introduction to Enterprise Theory
- Introduction to the Theory of Modern Business Administration
- Perspectives on Economic Philosophy
- Knowledge Management in the Transition from Analog to Digital Horizons
- Epistemological Phenomena and Characteristics of Economic Object Knowledge
- Doctoral Colloquium on Management and Philosophy

MANAGERIAL ECONOMICS



PROF. DR. WENDELIN SCHNEDLER

since 2011: Chair of Managerial Economics (University of Paderborn) - 2011: Habilitation (University of Heidelberg) - 2002-2004: research fellow (University of Bristol) - 2002: doctoral student (University of Bonn, CREST Paris) - 1998: graduate statistician (University of Dortmund, Iowa State University)

Fabian Bopp

since 2017: doctoral student (University of Paderborn) - 2015-2017: M.Sc. in International Economics & Business Administration (University of Paderborn)

Julia Kramer

since 2014: doctoral student (University of Paderborn) - 2011-2013: M.Sc. in Business Administration (University of Paderborn)

Xinyu Li

Since 2014: postdoc (University of Paderborn) - 2010-2014: doctoral student in Economics (Maastricht University)

Silvia Lübbecke

since 2011: doctoral student (University of Paderborn) 2008-2011: M.Sc. in International Economics (University of Paderborn)

Nina Stephan

since 2014: doctoral student (University of Paderborn) - 2012-2014: M.Sc. in International Economic Studies (Maastricht University)

www.wiwi.upb.de/dep1/me/

Making decisions is one of the most important tasks for managers. Good decisions often require an ability to predict the actions of others. In order to make these predictions, we use theoretical and empirical microeconomic methods in our teaching and research. In our research, we have carried out studies over the last two years, with a behavioural science focus and on an experimental basis, to determine whether people resist paternalism (S. Lübbecke, W. Schnedler), whether good or bad news affects proactive behaviour (S. Lübbecke, W. Schnedler), whether people pass on unpleasant experiences (W. Schnedler, N. Stephan) and whether people who know more share their knowledge even if it is not rational to do so (D. Schlangenotto, W. Schnedler, R. Vadovic). In our teaching, we have pursued two main goals in the last few years: enabling students to carry out independent research and to use mathematical models to check their own claims and revise them if necessary. We further improved the course “Finding Your Research Project” in order to adequately prepare students for independent research. On the whole, this was successful, however, some students are lacking methodological knowledge in the field of econometrics. Also, they are often not critical enough of the quality of their own research ideas. The fact that practical issues can be profitably combined with economic models is documented by students’ positive response to the course Managerial Economics. The Strategic Management module has a similar aim at Master’s level, but it is not yet as well developed. In order to better meet the great demand for Master’s modules in English, we also offered the new lecture Behavioural Economics for Managers. The Chair is also leading the ongoing design of the new introductory module Fundamentals of Economics. The goal here is to motivate new students to work with mathematical models and to inform them about their advantages and disadvantages. We also work to facilitate collaboration between doctoral students and professors in the Faculty who are carrying out quantitative research. We welcome and support corresponding formats, for instance the external and internal seminar series offered by the departments of Management and Economics (SEAM and TEAM). In addition, several members of staff were involved in organising the Quantitative Economics Day in Bad Driburg.

Selected Publications

Xinyu Li and Ronald Peeters. “Cheap Talk with Multiple Strategically Interacting Audiences: An Experimental Study,” PLoS ONE, 2016, 11(10)

Xinyu Li and Ronald Peeters. “Rivalry Information Acquisition and Disclosure,” Journal of Economics & Management Strategy, 2017, 26: pp. 610-623.

Current Cooperations

Radovan Vadovic, University of Carleton, Ottawa, Canada

Xinyu Li and Dr. Christian Waibel (ETH Zurich) Cooperation on “Learning by doing and overtreatment”



Visiting Scholars

- Visit to the University of Boston (April/May 2016) (W. Schnedler)
- Brief stay at Aarhus University (June 2016) (W. Schnedler)

Research seminar guests invited by the chair

- WS 2015/16: Prof. Dr. Jean-Jacques Herings (Maastricht University), Prof. Dr. Markus Reisinger (Frankfurt School of Finance & Management)
- SS 2016: Frauke Meyer (Maastricht University), Prof. Dr. Nora Szech (Karlsruhe Institute of Technology), Prof. Dr. Stefan Napel (University of Bayreuth)
- WS 2016/17: Prof. Dr. Jürgen Eichberger (University of Heidelberg), Prof. Dr. Uwe Sunde (Ludwig Maximilian University Munich), Jun. Prof. Dr. Xingyi Liu (University of Würzburg)
- SS 2017: Prof. Dr. Dorothea Kübler (Social Science Research Center Berlin), Prof. Dr. Jordi Brandts (Barcelona Graduate School of Economics), Dr. Sabrina Strang (University of Lübeck), Prof. Dr. Georg Kirchsteiger (ECARES)
- WS 2017/18: Thilo Huning (Humboldt University Berlin), Dr. Markus Dertwinkel-Kalt (University of Cologne), Tobias Aufenanger (University of Nuremberg-Erlangen)

Awards and Honours

- Managerial Economics: 2015/2016 Third-place Bachelor's module (W. Schnedler, N. Stephan)
- Managerial Economics: 2016/2017 Second-place Bachelor's module (W. Schnedler, N. Stephan)
- Nominated for the 2nd round of the Funding Prize for Innovation and Quality in Teaching, 2017 (W. Schnedler, A. Shanmugaratnam)

Modules

- Basics of Business Administration: Basic Concepts in Business Administration and Management
- Managerial Economics
- Finding Your Research Project
- Strategic Management
- Behavioural Economics for Managers

Other Responsibilities

Prof. Dr. Wendelin Schnedler

- Senate committee on the use of quality improvement funds
- Committee to award the Young Academics Prize
- Appointment commission for W2 Professor of Organisational Behaviour
- Faculty committee on the use of quality improvement funds
- Reviewer for Games and Economic Behavior, Management Science, VHB autumn conference – HR Economics, German Economic Review
- Founding member of the Organisational Economics Committee of the Verein für Socialpolitik (Society for Social Politics)

Nina Stephan

Academic Advisory Council and Spokesperson for Non-Professorial Teaching Staff

Xinyu Li

Reviewer for The B.E. Journal of Theoretical Economics

Julia Kramer

Committee for Academics, Teaching and Quality Management

BUSINESS ADMINISTRATION ESP. PERSONNEL ECONOMICS



**PROF. DR.
MARTIN SCHNEIDER**

Martin Schneider has been in Paderborn since 2006. After studying Economics and Political Science in Trier and Birmingham, he worked at the European Union's Institute for Labour Law and Industrial Relations in Trier. He completed his Habilitation on the topic of incentives and performance measurement. From 2006 to 2009, he was a member of the Graduate School of Excellence at the University of Trier, which is funded by the State of Rhineland-Palatinate. Martin Schneider has taught at the University of Trier, the University of Witten/Herdecke, the University of Vienna, LMU Munich and the Business School of the École Supérieure de Commerce, Bordeaux; he has also been a Visiting Scholar at the University of California, Berkeley (USA). In addition to his activities as Department Chair, Martin Schneider was also the Academic Dean for three years and Dean of the Faculty for four years.

www.wiwi.upb.de/dep1/personal

The Chair of Personnel Economics concentrates on the socioeconomics of HR management. High employee motivation, a willingness to complete further training, and long-term loyalty are important resources for companies. The chair studies how such resources are created and how they affect a company's success and the well-being of the employees. The socioeconomic perspective combines insights from HR economics and sociology. This perspective is based on the following assumptions: human resources help companies generate profits, but the people involved are always more than just resources. Work services are traded on markets, but markets are imperfect, and employees are often in a weaker negotiating position than the employer. Overall, the chair works to make sure that people are fair and just decision-makers, leaders and actors, both as employees and as managers, who focus on long-term efficiency on both sides, rely on meaningful data and conclusive arguments, and consider the institutional and technical context in each case. The research uses quantitative and empirical methods, often relating to HR data from companies. Low case numbers and complex circumstances require innovative methods – particularly Qualitative Comparative Analysis (QCA) – in addition to traditional statistical methods like regression analysis. In teaching, this research-based content is taught in a problem-oriented way. HR practice determines which problems are especially important, so the courses are enriched by presentations from HR representatives and some of the modules are taught by practitioners (Hon.-Prof. Dr. Florian Turk, Hon.-Prof. Günther Goth, Prof. Chandrashekhar Pandey, Ph.D.). Some of the research topics that are currently of particular interest are: income distribution between executive boards and employees, building architecture and employer branding, biases in HR evaluations, incentive systems in crowdworking, operational co-determination and implementing Industry 4.0, as well as workplace changes in the age of digitalisation.

Honorary Professors

Hon.-Prof. Günther G. Goth, Hon.-Prof. Dr. Florian Turk



THE CHAIR TEAM IN 2017

Selected Publications

Schneider, M. R.; Flore, J. (2017): Training and commitment in a German manufacturing company during the post-2008 crisis: a case of internal flexicurity. In: The International Journal of Human Resource Management.

Radermacher, K. Schneider, M. R.; Iseke, A.; Tebbe, T. (2017): Signalling to young knowledge workers through architecture? A conjoint analysis. In: German Journal of Human Resource Management, Vol. 31 (1), pp. 71-93.

Backes-Gellner, U.; Kluike, M.; Pull, K.; Schneider, M. R.; Teuber, S. (2016): Human resource management and radical innovation: a fuzzy-set QCA of US multinationals in Germany, Switzerland, and the UK. In: Journal of Business Economics, Vol. 86 (7), pp. 751-772.

Current Cooperations

„**Work 4.0**“: NRW-Fortschrittskolleg, “Designing flexible work environments,” supported by the University of Paderborn and the University of Bielefeld. This programme studies how the introduction of Industry 4.0 affects employment conditions and the demand for further education, and how company employee representatives influence these connections.

„**Crowdworking**“: Key research field “Digital Future” sponsored by the State of NRW, hosted by the University of Paderborn and the University of Bielefeld. This project studies how crowdworking is integrated into operational employment systems, and what incentive systems are used in crowdworking.

Other Responsibilities

- Programme Manager in International Business Studies (B.Sc., M.Sc.)
- Member of the Executive Board of the Paderborn Center for Advanced Studies (PACE) Chair of the Scientific Committee
- Staff of the German Academic Association for Business Research (until September 2017)
- Member of the Advisory Board of the IHK Academy, East Westphalia
- Expert reviewer at the DAAD for stipends to students and graduates
- Chair of the working group “Controlling Heterogeneous HR Structures” at Schmalenbach-Gesellschaft für Betriebswirtschaft (Schmalenbach Business Management Society)

Modules

- Personnel Economics Seminar on HR Management
- Methods of HR Work
- Comparative and International Employment Relations Leadership in Practice
- Cross-Cultural Management
- Human Resource Management
- Spirituality and Management
- Employment Systems
- Interdisciplinary Seminar on HR Management
- Seminar on Crowdworking



BUSINESS ADMINISTRATION ESP. SERVICE MANAGEMENT



**PROF. DR.
NANCY V. WÜNDERLICH**

Nancy V. Wunderlich has held the Chair of Business Administration especially Service Management since April 2012.

She is also an International Faculty Member at the Center for Service Leadership at Arizona State University, Tempe, AZ, USA. Since June 2016, Prof. Wunderlich has been the Deputy Chairwoman of the Software Innovation Campus Paderborn (SICP). She completed her doctorate in 2009 at the Technical University of Munich on the topic of "Acceptance of Remote Services." Her dissertation was awarded numerous national and international prizes. Prof. Wunderlich is the co-editor of the Journal of Business Research. Her work has been published in international trade journals, including MIS Quarterly, Journal of Service Research, Journal of Business Research and Journal of Retailing.

www.wiwi.upb.de/dep1/dlm

Digital services

- Smart services and the development, marketing and provision of networked digital services
- Technologies at customer interfaces e.g. gamification, video consultation and AI-based service agents
- Digital transformation at companies, especially in developing measurement methods and norm strategies for implementing the digital transformation at companies and in functional areas
- Digital platforms, especially for identifying motives, roles and behavioural patterns and for developing user acquisition and loyalty strategies

Transformative services / health services

- Social support and relationship management in the health and care sector, especially considering triadic relationships between service providers, "vulnerable" consumers and their family members
- New technologies in the health and care sector, particularly studying the acceptance of technologies (e.g. care robots, chatbots, livestream offerings) and their effects on quality of life/customer well-being, compliance, treatment success and employee workplace satisfaction
- Digital networking, especially researching the quality factors involved in digitally networking service providers and suppliers in the care and health sector

Managing supplier-customer relationships

- Managing service alliances and partnerships, particularly analysing customer perceptions of alliance decisions and how loyalty programmes affect customer loyalty and success
- Analysing and evaluating customer portfolios, especially designing and evaluating customer contacts and customer loyalty instruments in the multi-channel area
- Effects of branding and brand-compliant employee behaviour on customer perceptions
- Predicting and analysing purchasing behaviour, especially modelling purchasing behaviour in non-contractual relationships with retail companies



Selected Publications

Wunderlich, Nancy V. & Stefanie Paluch (2017): A Nice and Friendly Chat With a Bot: User Perceptions of AI-Based Service Agents. In: Proceedings of the 38th International Conference on Information Systems (ICIS 2017), Seoul, Korea, December 2017.

v. Wangenheim, Nancy V. Wunderlich & Jan H. Schumann (2017): Renew or Cancel? Drivers of Customer Renewal Decisions for IT-Based Service Contracts. In: Journal of Business Research, 79(10), pp. 181-188.

Larivière, Bart, David Bowen, Tor W. Andreassen, Werner Kunz, Nancy J. Sirianni, Chris Voss, Nancy Wunderlich & Arne De Keyser (2017): "Service Encounter 2.0": An Investigation Into the Roles of Technology, Employees and Customers. In: Journal of Business Research, 79(10), pp. 238-246.

Current Projects

Business 4.0: Joint research project with the Software Innovation Campus Paderborn and InnoZent OWL e.V. on business models and success criteria for digitalisation in small and medium-sized enterprises in OWL. Supported by funding from the European Fund for Regional Development (EFRE).

Implementing live video consulting in ticket machines: joint research project with the Regional Transport Association of Westphalia-Lippe (NWL) to study acceptance and usage drivers as well as design aspects and long-term effects of video consulting.

Location Based Services in the Food Trade: a research project with Fujitsu Technology Solutions GmbH on the use of location-based services in stationary retail.

Current Cooperations

Authenticity in technology-mediated service encounters: cooperation with Prof. Stefanie Paluch, RWTH Aachen University to research and design AI-based service agents.

Service Science: Partnership with the Chair of Business Information Systems (Prof. Beverungen), and Business Information Systems esp. Digital Markets (Prof. Kundisch), as well as numerous other German and international university-based and industrial partners to establish the area of Service Science at the interface between business informatics and service management.

Multi-channel strategies for the furniture retail sector: Developing and evaluating (internet) technologies to support decision-making and promote sales for stationary furniture retailers, and deriving a multi-channel strategy. This project is being carried out in partnership with the finke corporate group, the Chair of Business Information Systems especially Digital Markets, and the Software Innovation Campus Paderborn.

Awards and Honours

- 2017: Nominee Most Innovative Short Paper, ICIS 2017, Seoul
- 2016: Best European Research Paper of the Year 2015 (Finalist), CIO CITY
- 2016: Best Reviewer Award, Global Marketing Conference 2016, Hong Kong

Visiting Scholars

Research stay at Strathclyde University Glasgow, UK and at Aston University in Birmingham, UK, Jan 2016

Other Responsibilities

- Deputy Chair of the Software Innovation Campus Paderborn (SICP)
- Member of the Faculty Council in the Faculty of Business Administration and Economics
- Project Leader for academic programme marketing in the Faculty of Business Administration and Economics
- Co-Editor / Associate Editor of the Journal of Business Research
- Member of the Editorial Review Board of the Journal of Service Research

Modules

- Applied Empirical Social Research in Service Management
- BWL-A: Marketing (WS 2016/17)
- Basics of Service Management
- Management of Services and Innovations in Healthcare Logistics
- Multi-Channel Management in Retail (jointly with Prof. Kundisch)
- Practical Project on Innovation Management
- Seminar on Digitalisation in Companies
- Service & Technology Management
- Service Brand Management
- Service Management Challenge



“FIT FOR THE FUTURE – ANALYSES AND VALUATION OF COMPANIES AND FINANCIAL SERVICE PROVIDERS IN SCIENCE AND PRACTICE.”

Urška Kosi, Spokesperson for the Department

TAXATION, ACCOUNTING AND FINANCE

Business Administration esp. Production Management and Controlling
[Prof. Dr. Stefan Betz](#)

Business Administration esp. Controlling
[Prof. Dr. Michael Ebert](#)

Business Administration esp. Financial Accounting and Auditing
[Prof. Dr. Urška Kosi](#)

Business Administration esp. Tax Accounting
[Prof. Dr. Jens Müller](#)

International Business Taxation
[Jun.-Prof. Regina Ortmann, Ph. D.](#)

Finance
[Jun.-Prof. Dr. Matthias Pelster](#)

Business Administration esp. Finance and Banking
[Prof. Dr. Bettina Schiller](#)

Business Administration esp. International Accounting
[Prof. Dr. Sönke Sievers](#)

Business Administration esp. Business Taxation
[Prof. Dr. Caren Sureth-Sloane](#)
[Hon.-Prof. Dr. Jörg Hernler](#)

Business Administration esp. Financing and Investment
[Prof. Dr. André Uhde](#)

Management and Financial Accounting
[Prof. Dr. Thomas Werner](#)

BUSINESS ADMINISTRATION ESP. PRODUCTION MANAGEMENT AND CONTROLLING



**PROF. DR.
STEFAN BETZ**

Stefan Betz has been a Professor of Business Administration at the University of Paderborn since 2004, specialising in Production Management and Controlling. Professional career: university studies in Paderborn; doctoral/postgraduate scholarship holder from the State of NRW from 1987-1989 at the chair of Business Administration especially Production Management at the University of Paderborn; Habilitation project/research assistantship in the same department from 1989-1997; Deputy Chair of Production Management at Braunschweig University of Technology, summer semester 1997; Deputy Chair of Industrial Management and Corporate Accounting at Georg August University Göttingen, winter semester 1997/98; Chair of the same department from 1998-2004.

www.upb.de/betz

The Chair of Production Management and Controlling focuses its research on selected questions relating to planning and controlling the inputs, throughputs and outputs of a manufacturing system. In the area of procurement, the focus is on target-oriented planning for procurement logistics, aiming to achieve simultaneous optimisation of transport and warehousing processes. In manufacturing, the field of interest is modelling real-life manufacturing and logistical problems, and solving those using modern information and communication technologies. The relationships between the manufacturing industry and its customers and suppliers are analysed in various supply chain management projects. On the one hand, research aims to integrate the function of disposal into the SCM approach; on the other hand, established SCM concepts are to be transferred from industrial companies to service companies. Controlling concepts are independently studied to determine, among other things, whether they can be used equally effectively for industrial and service companies and what adjustments might need to be made. Teaching within the Chair of Production Management and Controlling focusses on the areas of production planning and management, logistics and controlling. In manufacturing management, scoring models, portfolio approaches and investment calculation procedures are used as decision-making tools on a strategic level. Tactical manufacturing management includes topic areas such as innovation management, maintenance planning and manufacturing process management, while at the operational level working time requirements, capacity utilisation and manufacturing programmes are planned on a short-term basis. Strategic logistics management focuses on questions of service depth, operational site planning and long-term transport planning. The focus of tactical logistics management is on aspects of procurement logistics, internal site planning and choosing target-optimal distribution logistic capacities. Operational logistics management highlights decision-making problems in materials procurement, short-term transport planning and target-oriented route planning. Controlling focuses on the short-term processes of cost planning and cost controlling, as well as the long-term approaches of investment planning and investment controlling.

Selected Publications

Unscharfe Produktionsmengenplanung als Instrument des Risikomanagements in Supply Chains, in: Siepermann, Christoph et al. (eds.): Risikomanagement in Supply Chains, Berlin 2015, pp. 137-157.

Auswahl internationaler Standorte – Wie lassen sich Standortentscheidungen methodisch unterstützen? in: ForschungsForum Paderborn (19), 2016, pp. 46-53.

Lagerkapazitätsdimensionierung als betriebswirtschaftliches Entscheidungsproblem, in: Betz, Stefan (ed.): Aktuelle Fragestellungen zu Produktion, Logistik und Controlling, Hamburg 2017, pp. 299-328.



Current Projects

Cost-effectiveness analysis for the use of electric and natural-gas hybrid machines; partner: Audi AG, Ingolstadt: This project analysed the possibilities and limits of using electric and natural-gas hybrid machines in intralogistics. In particular, it aimed to study existing material supply systems, discover potential for improvement, and provide innovative recommendations for action. Based on a cost-effectiveness analysis, the project ultimately pursued the goal of developing a practical target concept for the use of each machine.

Analysis and evaluation of selected parameters for measuring and controlling supply-chain performance; partner: VW AG, Wolfsburg: With the help of selected parameters, this project investigated how a practice partner's after-sales quality can be measured and managed in terms of its contribution to strategic objectives. The study findings were then used to draw conclusions about supply-chain performance (including recommendations for action).

Developing recommendations for lean center concepts in the automotive industry; partner: BMW AG, Munich: By applying lean principles and philosophies, the entire value chain of a company can be made more efficient. The goal of this project was to identify the strengths and weaknesses of existing lean center concepts and to propose target-oriented adaptation possibilities as potential for improvement.

Current Cooperations

Problems in choosing a supplier for a globally active automotive supplier and possible solutions; partner: Benteler Automobiltechnik GmbH, Paderborn. The subject of this project were the weaknesses and potential for improvement in the supplier selection process of an automotive supplier. The objective was to create internal cost-, time- and quality-oriented company processes for selected procurement areas.

Developing and implementing an operational performance measurement system based on the example of machine manufacturing; partner: Diebold Nixdorf AG, Paderborn. The goal of the project was to design a business information system within manufacturing process planning. In particular, it aimed to identify significant independent variables and integrate them into a performance indication system. This newly developed concept was then designed to serve as a support tool for solving decision-making problems in manufacturing.

Designing a customer profit and loss statement as a planning and control instrument; partner: CLAAS KGaA mbH, Harsewinkel. In order to achieve the goal of long-term customer loyalty and satisfaction, it makes sense to record and process customer-oriented data in the accounting system. The question posed by this project was which information and in what format, should become part of a meaningful customer profit and loss statement.

Other Responsibilities

- Reviewer, Zeitschrift für Planung und Unternehmenssteuerung
- Editor, Göttinger Beiträge zur Betriebswirtschaft, Edition Ruprecht, Göttingen
- Chair of Examination Board in the Faculty of Business Administration and Economics at the University of Paderborn
- Member of the Student Advice Centre (ZSB) committee at the University of Paderborn
- Member of various professorship appointment committees at the University of Paderborn
- Member of the German Academic Association for Business Research (VHB)

Modules

- Basics of Business Administration A
- Production Management
- Modern Methods in Management Accounting
- Logistics Management
- Selected Decision-Making Problems in Production Management
- Value-Oriented Company Management
- Recent Developments in Supply Chain Management

BUSINESS ADMINISTRATION ESP. CONTROLLING

Controlling as a sub-discipline in the field of business administration has its roots both in internal accounting as well as in general management. It is concerned with the implementation of planning, decision-making and control systems to ensure the rationality of management. Alongside the technical functions of accounting planning and control systems (decision support function), incentive systems, which make use of corporate accounting data (steering function), are at the heart of research. The main questions relate to which performance indicators are best suited in order to set particular incentives and which characteristics are necessary in corporate accounting in order to measure performance. Research at the department deals primarily with incentives for voluntary information disclosure, incentive-compatible remuneration contracts and the effect of regulation on disclosure and control. The main methods used include analytical models of information games, principal-agent-problems and of individual economic decisions.



**PROF. DR.
MICHAEL EBERT**

Michael Ebert has held the Chair of Business Administration especially Controlling since November 2016 and has been at the University of Paderborn since April 2015. After studying Business Administration / International Management at Otto-von-Guericke University in Magdeburg, he received his doctorate from the University of Mannheim in the Department of General Business Management and Accounting. He was employed as a research assistant until he took over as Chair of Business Administration, especially Financial Accounting at the University of Paderborn in the summer semester of 2015. Michael Ebert is a member of the Center for Tax and Accounting Research (CETAR) at the University of Paderborn.

www.wiwi.upb.de/dep2/ebert

Selected Publications

Ebert, M.; Simons, D.; Stecher, J. (2017): Discretionary Aggregation. In: The Accounting Review, Vol. 92 (1), pp. 73 – 91.

Bischof, J.; Ebert, M. (2014): IFRS 7 Disclosures and Risk Perception of Financial Instruments. In: Schmalenbach Business Review, Vol. 66, pp. 276-308.

Ebert, M.; Zein, N. (2012): Wertorientierte Vergütung des Aufsichtsrats - Auswirkungen auf den Unternehmenswert. In: Betriebswirtschaftliche Forschung und Praxis, April 2012, pp. 364-383.

Current Projects

„Regulation in Taxation, Accounting and Finance: Transparency, Compliance and Performance” in the TAF Department: Sub-project on “Context-Based Disclosure Incentives”

„Management Incentives for Optimal Investment Decisions under Formula Apportionment“ with Regina Ortmann (University of Paderborn)

„Disclosure and rollover risk“ with Jay Kadane (CMU Pittsburgh), Dirk Simons (University of Mannheim), Jack Stecher (University of Alberta)

Awards and Honours

MaFAT (Mannheimer Forum Accounting & Taxation) Young Researcher Award 2016 for the article “Discretionary Aggregation.”

Other Responsibilities

- Chosen reviewer of the DAAD, Reviewer for the European Accounting Review, Journal of Business, Zeitschrift für betriebswirtschaftliche Forschung
- Reviewer for BuR-Business Research
- Programme Manager for the Master’s in “Taxation, Accounting and Finance”

Modules

- Basics of Controlling III: Coordination and Behaviour Management
- Theory of Accounting 1: A Valuation Perspective
- Theory of Accounting 2: A Controlling Perspective
- Disclosure Theory



BUSINESS ADMINISTRATION ESP. FINANCIAL ACCOUNTING AND AUDITING

The thematic focus of the Chair of Business Administration especially Financial Accounting and Auditing, encompasses accounting and reporting, balance-sheet analysis and auditing. The International Financial Reporting Standards (IFRS) are of particular importance. The objective of these standards is to create internationally comparable accounts for the annual and consolidated financial statements. In the European Union, the standards must be used to create all consolidated financial statements for capital-market-oriented companies. The courses offered by the chair address the increased importance of international accounting regulations for companies. Teaching modules are adapted to the stage of studies within the programme and are progressive. In the Bachelor's programme, the basic Accounting and Auditing module is offered in partnership with representatives from the private sector. External partners also provide guest presentations in various other modules. Advanced seminars promote students' ability to work independently on academic questions. By offering courses in English, the programme optimally prepares students for challenges in the professional world, and exchange students from many different countries are given additional opportunities in the Faculty of Business Administration and Economics. The chair's current key research areas include developing the IFRS standards, financial reporting, the economic impact of accounting regulations, accounting for listed and non-listed companies, and the markets for outside capital. Prof. Kosi has published her articles in internationally renowned trade journals, including the Review of Accounting Studies, European Accounting Review and Accounting and Business Research. The team also examine issues relating to the disclosure of non-financial information, for example, the new Corporate Social Responsibility (CSR) reporting obligation in the European Union, which requires companies to act more responsibly and sustainably.



**PROF. DR.
URŠKA KOSI**

Urška Kosi has held the Chair of Business Administration especially Financial Accounting and Auditing since October 2016. After finishing her Master's degree at the University of Ljubljana, the Slovenian-born scholar completed her doctorate at Lancaster University Management School (Great Britain). During her doctoral studies, she worked as a researcher on the INTACCT international research project (EU Marie Curie Programme). She then worked as a Junior Professor of Accounting at the Humboldt University of Berlin. In 2013, she took over the Chair of International Accounting at the Vienna University of Economics and Business (Austria). Prof. Kosi is a member of CETAR: Center for Tax and Accounting Research in the Faculty of Business Administration and Economics. Since October 2017 she has served as spokeswoman for the TAF Department.

www.wiwi.upb.de/dep2/acc



Selected Publications

Valentincic, A., A. Novak and U. Kosi (2017): Accounting Quality in Private Firms During the Transition Towards International Standards, *Accounting in Europe*, 14 (3): pp. 358-387

Florou, A., U. Kosi and P.F. Pope (2016): Are international accounting standards more credit relevant than domestic standards? *Accounting and Business Review*, 47 (1): pp. 1-29.

Florou, A. and U. Kosi (2015): Does mandatory IFRS adoption facilitate debt financing? *Review of Accounting Studies*, 20 (4): pp. 1407-1456.

Current Projects

„Regulation in Taxation, Accounting and Finance: Transparency, Compliance and Performance” in the TAF-Department: Sub-projects “Transparency and the Debt Market” and “Private Firm Transparency”

Current Cooperations

CETAR – Center for Tax and Accounting Research: This research association is a scientific competence centre that makes a significant contribution to studying the effects of tax systems on economic decision-makers. In addition to Prof. Michael Ebert, Dr. Vanessa Flagmeier, Prof. Urška Kosi, Thomas Kourouxous, Ph.D., Prof. Jens Müller, Jun.-Prof. Regina Ortmann, Ph.D., Prof. Sönke Sievers, Prof. Caren Sureth-Sloane and Prof. André Uhde from the University of Paderborn, the association also includes researchers from various universities in Germany and abroad. CETAR regularly offers the TAF Research Seminar, where high-calibre researchers present their latest projects.

Upon invitation by Prof. Kosi, Prof. Christian Laux from Vienna University of Economics and Business (Austria) gave a presentation at the TAF Research Seminar (“Bank Payouts during the Crisis of 2007-2008”).

Cooperation with external partners who give guest presentations in various modules: Austrian Accounting Examination (Ulf Kühle), EY Berlin (Mandy Bilz)

Awards and Honours

Funding prize from Nürnberger Steuergespräche e.V., supervised dissertation: “Studies on Financial Reporting and Taxation” by Dr. Saskia Kohlhase

Visiting Scholars

Wirtschaftsuniversität Wien – regelmäßig

Weitere Funktion

Spokesperson for the Department of Taxation, Accounting and Finance

Mitgliedschaften

- European Accounting Association
- German Academic Association for Business Research (VHB)
- Editor at the Accounting Research Center of the European Accounting Association
- International Editorial Board of the journal “Our Economy”

Review Activities

- Accounting and Business Research
- Accounting Horizons
- Accounting in Europe
- BuR – Business Research
- European Accounting Review
- Journal of Business Finance and Accounting
- Annual conference of the European Accounting Association
- Annual conference of the German Academic Association for Business Research (VHB)

Modules

- International Financial Reporting Standards
- Accounting and Auditing
- Current Issues in IFRS Accounting
- Financial Statement Analysis
- Seminar in Accounting Research
- IFRS Group Accounting

BUSINESS ADMINISTRATION ESP. TAX ACCOUNTING



**PROF. DR.
JENS MÜLLER**

Jens Müller has held the Chair of Business Administration especially Tax Accounting since October 2013. After studying Business Administration at the University of Paderborn and at Dublin City University, Ireland, he received his doctorate in 2008 while working as a research assistant in the Chair of Business Administration especially Tax Accounting at the University of Paderborn. From 2009 to 2011, Jens Müller was the KPMG Junior Professor of Tax Accounting at the University of Paderborn. During the 2010/11 academic year, he was appointed interim Chair of Business Taxation at the University of Hanover. From 2011 to 2013, he served on the board of the Institute of Accounting and Reporting at Graz University, Austria.

www.upb.de/taxaccounting

The key teaching and research areas in the Chair of Business Administration especially Tax Accounting are the quantitative analysis of tax impacts and the influence of taxes on business decisions. Course modules mainly focus on application-oriented knowledge about the German tax system and German and international accounting regulations, as well as on the students' academic training. The interactions between tax-related and other business decisions and their consequences play a central role in the group's teaching and research activities. The professorship aims to enable students at the Bachelor's as well as Master's level to critically and scientifically review current issues relating to business administration tax theory, and to address these questions independently. In the courses and final theses, students combine economic knowledge from various business administration disciplines with aspects of company taxation, and apply their methodological knowledge to answer current questions. The connection between teaching and research promotes the students' practical qualifications on a scientific basis. The team led by Prof. Jens Müller perform research in many different areas of German and international taxation and its effects on various players. They also compare banks and industrial companies with regard to their taxation behaviour, as well as the causes and effects of external corporate tax burdens. An important focus is on studying the decision-making usefulness of tax information that companies provide to investors and other stakeholders. This work contributes to the overarching research objective of analysing the effects of tax transparency. The team's research activities are particularly based on empirical analysis methods.

Selected Publications

Müller, J. (2014): The Challenge of Assessing the Market Value of Private Companies Using a Standardized Combination Method for Tax Purposes – Lessons to be Learned from Past Experience, *European Accounting Review* 23 (1), pp. 117-141

Flagmeier, V./ Müller, J. (2017): Tax Loss Carryforward Disclosure and Uncertainty, arqus Discussion Paper No. 208. Available at SSRN: <https://ssrn.com/abstract=2982321>

Flagmeier, V./ Müller, J./ Sureth-Sloane, C. (2017): When do managers highlight their effective tax rate? arqus Discussion Paper No. 214



Current Projects

Project on “Regulation in Taxation, Accounting and Finance: Transparency, Compliance and Performance” in the TAF Department: sub-projects on “Real Effects of Disclosure” and “Costs and Benefits of Tax Transparency”

How different are banks? – Analysing tax planning at banks in comparison with industrial companies

Tax Transparency – Determinants of voluntary and obligatory tax transparency and its effects

Current Cooperations

arqus – Working Group on Quantitative Taxation: The activities of arqus include supporting young academics in the field of business administration taxation, the arqus conference, responses to current tax questions, and a series of working papers on the latest research findings.

CETAR – Center for Tax and Accounting Research: This research association is a scientific competence centre that makes a significant contribution to studying the effects of tax systems on economic decision-makers. In addition to Prof. Michael Ebert, Dr. Vanessa Flagmeier, Prof. Urška Kosi, Thomas Kourouxous, Ph.D., Prof. Jens Müller, Jun.-Prof. Regina Ortmann, Ph.D., Prof. Sönke Sievers, Prof. Caren Sureth-Sloane and Prof. André Uhde from the University of Paderborn, the association also includes researchers from various universities in Germany and abroad. CETAR regularly offers the TAF Research Seminar, where high-calibre researchers present their latest projects.

Upon the invitation of Prof. Jens Müller, the following have given presentations:

- Harm Schütt, LMU Munich (2017)
- Christof Beuselinck, University of Lille, F (2017)
- Zoltan Novotny-Farkas, Lancaster University, UK (2016)
- Bill Rees, University of Edinburgh, UK (2015)

HLB Dr. Stückmann & Partner, Bielefeld: Cooperation as part of the “Tax Accounting” module with WP & StB Dr. Oliver Middendorf and StB Dr. Anja Rickermann

Awards and Honours

Prof. Dr. Jens Müller: teaching prize for the best assessment-phase module (BA A “Annual Financial Statements”) in the Faculty of Business Administration and Economics at the University of Paderborn (2016)

Dr. Vanessa Flagmeier: sponsorship prize from Nürnberger Steuergespräche e.V. (2017)

Visiting Scholars

- University of Ljubljana, SLO
- University of North Carolina, Chapel Hill, NC, US
- Vienna University of Economics and Business, Austria

Other Responsibilities

- Advisor for the Erasmus + exchange programme with Dublin City University, Ireland
- Member of the Senate at the University of Paderborn
- Programme Manager for the Master of Science in “Business Administration”
- Jury member for the PwC-arqus prize for final theses
- Coordination of the TAF Research Seminar

Reviewing Activities

- Abacus
- Accounting in Europe
- Business Research
- Die Betriebswirtschaft
- European Accounting Association – Scientific Committee
- European Accounting Review
- Journal of Business Economics
- Review of Managerial Science
- Schmalenbach Business Review
- VHB-Pfingsttagungen
- Zeitschrift für Betriebswirtschaft
- Zeitschrift für betriebswirtschaftliche Forschung
- Review of Managerial Science
- Schmalenbach Business Review
- VHB-Pfingsttagungen
- Zeitschrift für Betriebswirtschaft
- Zeitschrift für betriebswirtschaftliche Forschung

Modules

- BA A: Annual Financial Statements
- Empirical Research in Accounting
- Basics of Financial Accounting
- Tax Accounting
- Company Taxation
- Current Research Topics in Business Taxation
- Legal Form Decisions and Tax Planning

BUSINESS ADMINISTRATION ESP. FINANCE AND BANKING

One of the chair's objectives is to offer a science-based university education (teaching) in the field of bank and financial management. One central emphasis is risk management at banks. The curriculum is complemented by a broad range of elective courses. This prepares students for careers as employees or managers in the banking industry. It also gives those who do not plan to work in the credit industry, but who see themselves working in the finance department of a non-banking institution for instance, insight into the problem structures and operational requirements of risk management. Another objective of the chair is to pursue banking management issues in the spirit of an application-oriented, practical, problem-solving business administration approach, and to develop possible solutions (research). The emphases here are on bank management and banking-related risk management. In order to further deepen its banking research, the chair invites representatives from the real world to give guest presentations. The presentations, which often have practical applications, give students insight into banking activities and raise their awareness about banking-related issues. Within this context, the chair supports theoretical as well as application-oriented Bachelor's and Master's projects.



**PROF. DR.
BETTINA SCHILLER**

Bettina Schiller holds the Chair of Finance and Banking. After completing her degree in Business Administration at Johann Wolfgang Goethe University in Frankfurt am Main, Prof. Schiller worked as a research assistant at the universities of Passau and Mannheim. In 1985, she completed her doctorate at the University of Mannheim with a dissertation on the valuation of stock options in Germany, and wrote a Habilitation thesis at the same university in 1991 on the topic of "Individual Financial Decision-Making and Advising Services at Credit Institutions – An Analysis from a Transaction-Cost-Theory Perspective." After serving as interim Chair of International Financing at the University of Regensburg for one year, she accepted an offer of professorship at the University of Paderborn in 1992.

www.upb.de/schiller



Current Projects

Changing Traditions – Strategies for Making Associations Future-Proof: This project, carried out by the Center for Risk Management (CeRiMa) in partnership with the Warsteiner Group and BdSJ, analyses current opportunities and risks in associations, especially shooting associations. Through targeted studies of selected associations as well as an online survey, we are developing strategies for future-proofing in business and cultural areas and making these strategies fit for practical application.

Current Cooperations

Arvato Systems, Gütersloh: Cooperation providing the framework for the regular practical “Seminar on Risk Management”. Students work with a real-life case study provided by Arvato Systems on the topic of risk management.

Deloitte Consulting GmbH, Hannover: Cooperation through which practitioners regularly give presentations during the courses on “Banking and Stock Markets” and “Risk Management in Credit Institutions.”

Sparkasse Paderborn-Detmold: The “Seminar on Stock Market Learning” is regularly offered within this partnership. Representatives from Sparkasse Paderborn-Detmold actively mentor the seminar. The seminar is offered jointly with the Chair of Business Administration esp. Financing and Investment, by Prof. André Uhde.

Other Responsibilities

- Member of the Board of Governors at the University of Paderborn
- Head of the Center for Risk Management (CeRiMa)
- PhD Examination Board chair (until June 2017)
- Spokesperson for the Department of “Taxation, Accounting and Finance” (until Sept. 2017)
- Member of the Faculty Council (until June 2017)
- Member and chair of various professorship appointment committees
- Exchange Programme Manager for Canada, the Netherlands and Hungary

Modules

- Basics of Business Administration B and Private Commercial Law – Subsection on Financing
- Bank and Stock Exchange Seminar on Game Theory
- Stock Market Basic Seminar on Finance and Risk Management International Corporate Financing
- Project on Bank Management
- Advanced Management
- Consulting Seminar on Risk Management
- Risk Management in Credit Institutions
- Management Consulting – Solution Methods for Central Questions in Business Practice
- Doctoral Colloquium



BUSINESS ADMINISTRATION

ESP. INTERNATIONAL ACCOUNTING



**PROF. DR.
SÖNKE SIEVERS**

Sönke Sievers has been a Professor of Business Administration especially International Accounting in Department 2 Taxation, Accounting and Finance in the Faculty of Business Administration and Economics since January 2014. After studying Business Administration at the University of Cologne, Prof. Sievers earned a doctorate from 2004 to 2009 in the Corporate Finance Seminar. He then worked as a Junior Professor in Cologne until 2013, during which time he was a visiting scholar in the Accounting Department at Kenan-Flagler Business School, University of North Carolina, and the David Eccles School of Business, University of Utah. Prof. Sievers was already serving as Deputy Chair of International Accounting when he received an offer of professorship at the University of Paderborn. In 2012, he received the Best Practice Paper Award from the Academic Association for Business Research and the Swisscanto Best Paper Award of the Year.

www.upb.de/accounting

The main research emphases of the chair are the empirical effects of accounting on (capital) markets (financial accounting), corporate finance, mergers & acquisitions and private equity as well as banking. Prof. Sievers regularly publishes his work in well-known international journals and is a member of the American Accounting Association (AAA), European Accounting Association (EAA), Canadian Academic Accounting Association (CAAA), American Finance Association (AFA) and European Finance Association (EFA), among others. Prof. Sievers also regularly presents his research, generally created with co-authors, at national and international conferences and workshops. In addition, the chair has welcomed the following guests to give scholarly presentations as part of the TAF Research Seminar at the University of Paderborn: Prof. Wayne Landsman, Ph.D., University of North Carolina at Chapel Hill, The JOBS Act and Information Uncertainty in IPO Firms. Prof. Dr. Jörg-Markus Hitz, Georg-August-Universität Göttingen, Mandatory IFRS adoption: Database Coverage and Potential Selection Effects. Prof. Dr. Jürgen Ernstberger, TU München, Reviewing a Friend – The Role of Social Ties in Review Work in Auditing, to name but a few. The chair maintains close ties with research and practice. Among other things, the chair attended the 2017 44th annual meeting of the European Finance Association in Mannheim and the Deutscher Betriebswirtschaftler-Tag (German Business Economists' Day) organised by the Schmalenbach-Gesellschaft für Betriebswirtschaft e.V. in Düsseldorf. Doctoral students within the chair also regularly take part in workshops in Germany and abroad. In addition to various accounting courses based on German commercial law and international standards (IFRS and US-GAAP), the chair also offers courses on annual financial statement analysis and company valuation in German and English. Courses are supplemented by regular presentations by guests from practical fields. For instance, the Company Valuation and Business Analysis & Valuation seminars included a guest presentation by Dr. C. Terlinde and A. Hausmann on Mergers & Acquisitions at BENTELER Automotive. Managers from EY, KPMG and Warth & Klein Grant Thornton also gave guest talks on various current issues in practice.

Selected Publications

Kengelbach, J.; Keienburg, G.; Schmid, T.; Sievers, S.; Gjersta, K.; Nielsen, J.; Walker, D. (2017): The 2017 M&A Report: The Technology Takeover.

Keienburg, G.; Kengelbach, J.; Mehring, O.; Sievers, S. (2016): Erfolgsfaktoren bei Mergers and Acquisitions – Warum schaffen Portfoliomaster mehr Value Added? In: Corporate Finance, Vol. 18, No. 9, pp. 283-290.

Kengelbach, J.; Keienburg, G.; Schmid, T.; Sievers, S.; Mehring, O. (2016): The 2016 M&A Report: Masters of the Corporate Portfolio.

Schlueter, T.; Busch, R.; Hartmann-Wendels, T.; Sievers, S. (2016): Loan Pricing: Do Borrowers Benefit from Cost-Efficient Banking? In: Credit and Capital Markets, Vol. 49, No. 1, pp. 93-125.

Schlueter, T.; Hartmann-Wendels, T.; Sievers, S. (2015): Bank Funding Stability - Pricing Strategies and the Guidance of Depositors. In: Journal of Banking & Finance, Vol. 51, pp. 43-61.



Current Projects

“Regulation in Taxation, Accounting and Finance: Transparency, Compliance and Performance” in the TAF Department: sub-projects on i) Accounting for Transparency and ii) Communicating Transparency.

Collaboration with Boston Consulting Group (BCG): Creating the M&A reports for 2016 and 2017.

Current Cooperations

Fuqua School of Business, Duke University, North Carolina/Kelly School of Business, Indiana University: joint research project on manager compensation in the venture capital context.

Kenan-Flagler Business School, University of North Carolina: PhD workshop with Prof. Wayne Landsman, KPMG Professor of Accounting and Deputy Dean of the PhD programme.

University of Cologne: various research projects in the fields of accounting and banking.

CETAR – Center for Tax and Accounting Research: This research association is a scientific competence centre that makes a significant contribution to studying the effects of tax systems on economic decision-makers. In addition to Prof. Michael Ebert, Dr. Vanessa Flagmeier, Prof. Urška Kosi, Thomas Kourouxous, Ph.D., Prof. Jens Müller, Jun.-Prof. Regina Ortmann, Ph.D., Prof. Sönke Sievers, Prof. Caren Sureth-Sloane and Prof. André Uhde from the University of Paderborn, the association also includes researchers from various universities in Germany and abroad. CETAR regularly offers the TAF Research Seminar, where high-calibre researchers present their latest projects.

Upon the invitation of Prof. Sönke Sievers, the following have given presentations:

- Prof. Wayne Landsman, Ph.D., University of North Carolina at Chapel Hill (2016)
- Prof. Jörg-Markus Hitz, Georg August University Göttingen (2016)
- Prof. Jürgen Ernstberger, TU Munich (2015)

Awards and Honours

Teaching Prize from the Business Administration and Economics Faculty Student Council of the University of Paderborn for the best Master’s module in the winter semester 2016/17 (3rd place).

Teaching Prize from the Business Administration and Economics Faculty Student Council of the University of Paderborn for the best Master’s module in the summer semester 2017 (1st place).

Further Responsibilities

- Member of the Editorial Board of the journal Accounting and Business Research.
- Reviewing activities for the following journals: BuR - Business Research, European Accounting Review, Financial Markets and Portfolio Management, Journal of Business Economics, Journal of International Accounting Research, Management Review Quarterly, Quantitative Finance, Schmalenbach Business Review. Memberships in the European Accounting Association, European Finance Association, American Accounting Association, American Finance Association, Canadian Academic Accounting Association, German Academic Association for Business Research Schmalenbach-Gesellschaft
- Professorship appointment committee for the Chair of Business Administration especially Financial Accounting and Auditing
- Advisory member of several professorship appointment committees
- Member of the Research and Young Academics Commission since 2015

Modules

- Fundamentals of Financial Accounting
- Business Valuation
- Advanced Company Valuation
- Seminar in Group
- Reporting Colloquium for Bachelor’s and Master’s Theses
- Topics in Advanced Financial Reporting
- Business Analysis and Valuation
- Advanced Business Analysis and Valuation
- Empirical Accounting
- Colloquium for doctoral studies: Empirical Accounting Research

BUSINESS ADMINISTRATION

ESP. BUSINESS TAXATION



**PROF. DR.
CAREN SURETH-SLOANE**

After completing her commercial training in a bank, Caren Sureth-Sloane studied Business Administration, English, French and Chinese at the University of Passau. She earned her doctorate from the University of Bielefeld in 1999 and completed her Habilitation in 2003. From 2002 to 2004 she was Deputy Chair of Business Administration especially Accounting and Business Taxation, at the University of Paderborn. In 2004, she took up a professorship in Business Administration, specialising in Business Taxation. She has received professorship offers from Karl-Franzens-University Graz, Humboldt University in Berlin, Goethe University in Frankfurt and the University of Cologne. Since 2010, she has been a visiting professor at Vienna University of Economics and Business, and the Principal Investigator for the FWF Graduate College's Doctoral Programme in International Business Taxation (DIBT).

www.upb.de/stuern

TAXATION, ACCOUNTING & FINANCE

Prof. Caren Sureth-Sloane and her team study the effects of taxation on business decisions, particularly how taxes influence risky investments and innovation capability at companies as well as their financial decisions. The chair's research analyses the repercussions of individual tax regulations, the complexity of tax regulations and tax uncertainty as well as planned tax reform measures for entrepreneurs and enterprises in national and global competition. On the one hand, the findings can be used to derive recommendations for action. On the other, the group also critically examines the economic effects of tax regulation.

Constantly changing market and framework conditions as well as global and geopolitical changes require constant adjustments from taxpayers as well as in policies. It is precisely this ongoing process that makes the research area so current, relevant and exciting. Given the increasingly complex tax system, which is becoming more and more influenced by international networks and having its boundaries challenged, research can be used in this area to help understand entrepreneurial calculations as well as systematic weaknesses in the regulatory framework.

The research focus here is on the quantitative-analytical as well as empirical analysis of existing tax laws and/or tax reforms. The goal is to identify the conditions that lead to certain effects, and to estimate the scope of tax impacts. The chair pursues a solution-based approach. As well as contributing to theory formation and simulating tax reform impacts, its research also focuses on empirically reviewing theory-based hypotheses using archival and survey data, as well as experimental tests. Both research aspects i.e. contributing to theory development and deriving possible interrelationships as well as examining supposed connections through simulations and empirical tests, are equally important.

In addition to teaching the fundamentals of national and international tax law, the teaching concept at the Chair of Business Administration especially Business Taxation focuses on critically examining the effects of taxation on economic decisions. Theoretical seminars and final thesis projects as well as case-based and empirical projects and simulations are offered.

Honorary Professor

Hon.-Prof. Dr. Jörg Hernler

Awards and Honours

- **Prof. Dr. Caren Sureth-Sloane:** Award from WU Vienna for outstanding research (2017), Business Research Reviewer of the Year 2015 from the Business Research journal at VHB (2016)
- **Thomas Hoppe, Prof. Dr. Caren Sureth-Sloane:** Best Paper Award from the Economics Faculty Research Workshop, University of Paderborn (2017)
- **Regina Ortmann, Ph. D.:** Sponsorship prize from Nürnberger Steuergespräche e.V. (2016)

Selected Publications

Bauer, Thomas, Kourouxous, Thomas (2017): Capital Charge Rates, Investment Incentives, and Taxation, *European Accounting Review*, 26 (3), pp. 419-440

Diller, Markus, Pia Kortebusch, Georg Schneider and Caren Sureth-Sloane (2017): Boon or Bane? Advance Tax Rulings as a Measure to Mitigate Tax Uncertainty and Foster Investment, *European Accounting Review*, 26 (3), pp. 441-468

Hoppe, Thomas, Maiterth, Ralf, Sureth-Sloane, Caren (2016): Eigenkapitalverzehr und Substanzbesteuerung deutscher Unternehmen durch eine Vermögensteuer – eine empirische Analyse, *Schmalenbachs Zeitschrift für betriebswirtschaftliche Forschung*, 68 (1), pp. 3-45

Current Projects

“Regulation in Taxation, Accounting and Finance: Transparency, Compliance and Performance” in the TAF Department :sub-projects “Taxes and Biased Perception of Risky Investments,” “Tax Burden Transparency” and “Transfer Pricing and Intangibles”

“The Influence of Tax Regulation on Multinational Companies,” sponsored by the Prof. Dr. oec. Westerfelhaus Foundation.

Current Cooperations

arqus – Working Group on Quantitative Taxation: The activities of arqus include supporting young academics in the field of business administration taxation, the arqus conference, responses to current tax questions, and a series of working papers on the latest research findings.

CETAR – Center for Tax and Accounting Research: This research association is a scientific competence centre that makes a significant contribution to studying the effects of tax systems on economic decision-makers. In addition to Prof. Michael Ebert, Dr. Vanessa Flagmeier, Prof. Urška Kosi, Thomas Kourouxous, Ph.D., Prof. Jens Müller, Jun.-Prof. Regina Ortmann, Ph.D., Prof. Sönke Sievers, Prof. Caren Sureth-Sloane and Prof. André Uhde from the University of Paderborn, the association also includes researchers from various universities in Germany and abroad. As part of the regular TAF Research Seminars, high-calibre researchers presented their latest projects upon the invitation of Prof. Caren Sureth-Sloane, : Eva Eberhartinger, WU Vienna (2017); Leslie Robinson, Tuck School of Business (2017); Christoph Spengel, University of Mannheim (2016); Dirk Schindler, NHH Bergen (2016); Petro Lisowsky, University of Illinois (2016); and Lillian Mills, University of Texas at Austin (2015).

Research partnerships: DIBT Doctoral Programme in International Business Taxation, WU Vienna; CAR Center for Accounting Research, Karl-Franzens University in Graz; Tax and Transfer Price working groups of Schmalenbach-Gesellschaft.

Practical cooperations KPMG KPMG Wirtschaftsprüfungsgesellschaft AG, Düsseldorf and Essen: cooperation as part of the “Corporate Taxation” and “International Taxation” modules with StB Michael Diehl and StB Sven Westphäliger; HLB Dr. Stückmann & Partner, Bielefeld: cooperation as part of the “Transformation Tax Law” module with WP & StB Dr. Oliver Middendorf and StB Dr. Anja Rickermannwandlungssteuerrecht“ durch WP & StB Dr. Oliver Middendorf und StB Dr. Anja Rickermann.

Visiting Scholars

Prof. Dr. Caren Sureth-Sloane:
WU Vienna: Visiting Professor and Principal Investigator at the FWF Graduate School Doctoral Programme in International Business Taxation (DIBT); Karl-Franzen University Graz: Supervisor for the ERASMUS exchange programme and member of the Advisory Board at the Center for Accounting Research (CAR); NHH Bergen: External member of the NoCeT Norwegian Centre for Taxation

Regina Ortmann, Ph. D.:
NHH Bergen: Research semester hosted by Prof. Dr. Dirk Schindler, external member of the NoCeT Norwegian Centre for Taxation

Other Responsibilities

- Dean of the Faculty of Business Administration and Economics
- Member of the Scientific Committee for the EAA Annual Congress in 2015, 2017 and 2018
- Programme Manager for 14th annual Arqus conference
- Member of the Editorial Board of *European Accounting Review*
- Chair of Paderbomer Hochschulkreis e.V. (PHK)
- Member of the Executive Committee of Schmalenbach-Gesellschaft and a member of the SG working groups on “Taxes” and “Transfer Prices”
- Full member of the North Rhine-Westphalian Academy of Science and the Arts

Modules

- Preliminary Course in Bookkeeping
- BA-A Taxation
- Business Taxation
- Legal Form Decisions & Tax Planning
- Reorganisation Tax Law
- Current Research Topics in Business Taxation
- International Taxation
- Seminar on Transfer Prices
- TAF Research Seminar





BUSINESS ADMINISTRATION ESP. FINANCING AND INVESTMENT



**PROF. DR.
ANDRÉ UHDE**

André Uhde has held the Chair of Business Administration especially Financing and Investment since 2013. After completing his training as a banker, he earned a degree in Economics at Ruhr-Universität Bochum whilst participating in a sponsorship programme from Dresdner Bank AG Dortmund, Essen and Frankfurt. Prof. Uhde successfully completed his doctorate in the Faculty of Economics at Ruhr-Universität in 2007. From 2010 to 2011, he held an interim professorship in the Banking and Financial Management department at the Freie Universität Berlin. In 2011 he was awarded a (restricted) Habilitation from Ruhr-Universität Bochum in the areas of Business Administration and Political Economics. He accepted an interim professorship in the Chair of Business Administration at the University of Paderborn and was later awarded a full professorship and went on to manage the chair.

www.upb.de/finance

Teaching in the field of business finance and investment focuses on decisions surrounding the procurement and utilisation of financial resources. The teaching and research concept of the Chair of Business Administration especially Financing and Investment, employs a modern approach to business financing and investment education (financial management, or finance for short). Alongside traditional questions about finance, newer areas are addressed in courses such as Financial Engineering, Alternative Investments, and Behavioural Finance. Key research areas are Empirical Bank and Capital Market Research. During the reporting years 2015–2017, research projects particularly focussed on the effects of derivative (structured) financial instruments and issues of financial market and bank stability. The use of quantitative and empirical analysis techniques plays a central role in all research areas. The department's teaching and research concept prepares students to work in the financial sector, and also provides the foundation for postgraduate academic paths. Teaching pursues a consistent goal of providing students with a contemporary, practice-based education. In addition, individual courses address fundamental methods and techniques of empirical research, and insight is provided into current research within the financial field. The chair's interdisciplinary orientation is provided through overlaps in teaching and research with other business-related disciplines, as well as close ties to various political economy fields, as well as econometrics and statistics.

Publikationen

S. Paul, A. Horsch, D. Kaltoven, A. Uhde and G. Weiß: Unternehmerische Finanzierungspolitik, Schäffer-Poeschel Verlag, 1st ed., 2017

A. Uhde (2016): Risk-taking incentives through excess variable compensation - Evidence from European banks. Quarterly Review of Economics and Finance, Vol. 60 (5), pp. 12-28.

C. Farruggio & A. Uhde (2015): Determinants of loan securitization in European banking. Journal of Banking and Finance, Vol. 56 (7), pp. 12-27.



Projekte

Joint project with Deloitte und Touche GmbH Wirtschaftsprüfungsgesellschaft, Düsseldorf: Project with the goal of establishing a practice-oriented case study seminar for the Master's degree programme. The seminar will be held at both the university and at Deloitte und Touche GmbH offices.

Project: "Regulation in Taxation, Accounting and Finance: Transparency, Compliance and Performance" in the TAF Department: Sub-project: "Issues in Banking and Financial Market Regulation"

Current Cooperations

Deloitte & Touche GmbH Wirtschaftsprüfungsgesellschaft, Düsseldorf: Cooperation in which practitioners regularly give presentations within the "Financial Engineering" course.

Sparkasse Paderborn-Detmold: This cooperation provides the framework for the regular "Seminar on Stock Market Learning" Representatives of Sparkasse Paderborn-Detmold actively support the seminar. The seminar is offered jointly with Prof. Bettina Schiller from the Business Administration research group, finance and banking management.

HypoVereinsbank-UniCredit Group doctoral seminar: A doctoral seminar supported by the HypoVereinsbank-UniCredit Group endowment fund. The seminar is organised across several universities by multiple participating research departments. Its main objective is to support junior researchers in field of finance and especially banking management. The seminar provides a framework for research assistants to present and discuss their own research projects.

Reviewer for the Following Journals

Journal of Banking and Finance, Review of Financial Economics, Quarterly Review of Economics and Finance, Journal of Economics and Finance, Journal of Financial Stability, Journal of Economic Policy Reform, International Journal of Business and Management (member of the Editorial Board), Journal of Economics and International Finance, Emerging Markets, Finance and Trade, Managerial Finance, World Development, International Journal of Services Technology and Management, German Economic Review, Journal of Business Economics, Kredit und Kapital, Bank-Archiv

Member of various scientific organisations

European Economic Association (EEA), American Economic Association (AEA), European Finance Association (EFA), American Finance Association (AFA), European Financial Management Association (EFMA), The Royal Economic Society (RES), German Economic Association of Business Administration (GEABA), Financial Intermediation Research Society (FIRS), Deutsche Gesellschaft für Finanzwirtschaft (DGF), Verein für Socialpolitik (VfS), Schmalenbach-Gesellschaft für Betriebswirtschaft (SG), Verband der Hochschullehrer für Betriebswirtschaft (VHB)

Other Responsibilities

- Programme Manager for the Bachelor of Science in "Business Administration"
- Member of the Faculty Council
- Member of the Faculty Academic Advisory Council
- Member of the Selection Committee for Professionally Qualified Applicants
- Member of various professorship appointment committees
- Technical consultant for the German Research Foundation (DFG)
- Member of the academic committee for "Banking Management and Finance" at the German Academic Association for Business Research (VHB)

Modules

- Basics of Business Administration B and Private Economic Law – Investment Sector
- Methods of Financial Management
- Capital Market Theory
- Behavioural Finance
- Bachelor's seminar in Finance
- Seminar on Stock Market Learning
- Seminar on scholarly work and presentations within "Financing and Investments"
- Financial Engineering
- Alternative Investments
- Master's seminar in Finance
- Doctoral colloquium, "Empirical and Quantitative Finance"

MANAGEMENT AND FINANCIAL ACCOUNTING

The Chair of Management and Financial Accounting is primarily concerned with issues of capital-market-oriented accounting as well as the requirements for a modern controlling system. The chair researches the interface problems occurring against the background of harmonisation within the national German accounting systems on the one hand, and the harmonisation of internal and external accounting systems on the other. In particular, we study the extent to which controlling tasks are influenced by the tasks of the IFRS - and conversely, what requirements IFRS poses for controlling. The chair particularly studies international bank accounting and the analysis of banks' annual financial statements. The question of how regulatory framework conditions affect valuations is of particular importance.



**PROF. DR.
THOMAS WERNER**

Thomas Werner, born on 27/11/1956 in Frankfurt am Main, completed his state examination at the University of Frankfurt am Main in 1981. After a research stay at the University of Colorado, Boulder (USA), he then worked as a research assistant from 1982 to 1985 at the University of Frankfurt, completing his PhD in 1986. He then began working at Deutsche Bank, where he was responsible for subsidiary controlling within the group. Since 1992, he has held the Chair of Management and Financial Accounting in Paderborn.

www.wiwi.upb.de/dep2/werner

Selected Publications

IFRS-Bilanzanalyse, Schäffer-Poeschel-Verlag Stuttgart 2005

Bankbilanzanalyse, second edition, Schäffer-Poeschel-Verlag Stuttgart 2006

Other Responsibilities

Executive Board of the Westerfelhaus Foundation

Modules

- Basics of BA B – Sub-Module in Cost and Performance Accounting
- Special Topics in Financial Accounting
- Seminar on Accounting
- Basics of Controlling I
- Basics of Controlling II

NEW JUNIOR PROFESSORSHIPS IN TAXATION, ACCOUNTING AND FINANCE

INTERNATIONAL BUSINESS TAXATION

HOW DOES TAXATION INFLUENCE DECISIONS AT MULTINATIONAL COOPERATIONS?

Regina Ortmann's research addresses the influence of taxation on investment decisions at multinational companies. Her dissertation studied the European Commission's proposal of unifying and standardising national tax systems within the EU for companies. The proposed system differed from national, European systems particularly regarding losses. One sub-project investigated for which profit and loss occurrences within individual companies belonging to European corporations, it would be beneficial to opt for the proposed unified taxation system. Her current research projects are located at the cross-section between international company taxation and financial accounting. In this project Regina Ortmann analyses how taxation influences the effects of management incentive systems. As part of a departmental project in collaboration with Professor Michael Ebert, she is studying how a taxation system can change the design of management incentive systems by dividing the profits of multinational corporations across the individual countries according to specific key indicators, and not - as is currently common practice in Europe - according to transfer pricing.



**JUN.-PROF .
REGINA ORTMANN, PH. D.**

Regina Ortmann studied Economics (Bachelor) and Business Administration (Master) at the University of Paderborn. She then enrolled in a doctoral programme in International Business Taxation (DIBT) at an international and interdisciplinary doctoral college at the Vienna University of Economics and Business, where she later earned her PhD with excellent results. Within the DIBT programme, Ortmann enriched her business administration expertise in international company taxation, gaining further insights from the fields of law, political economics and psychology. During this period, she also completed a five-month research stay at the Kenan-Flagler Business School, University of North Carolina at Chapel Hill, USA, hosted by Professor Ed Maydew. Ortmann spent the last summer semester at the NHH Norges Handelshøyskole in Bergen in a six-month research trip to Professor Dirk Schindler. Her research findings have been published in recognised German as well as international journals.

www.wiwi.upb.de/dep2/intbustax

IN THE DEPARTMENT

FINANCE

FINANCE

THE INFLUENCE OF SOCIAL MEDIA ON STOCK MARKET DECISIONS

In his current research, Matthias Pelster focuses on issues of financial risk management and behavioural finance. He studies corporate risk management and looks at methods and procedures for measuring, analysing and evaluating risks in financial markets. In the field of behavioural finance, a project sponsored by the Fritz Thyssen Foundation investigates how capital market decisions made by (private) investors are influenced by social media. Social media is increasingly influencing many areas of our daily lives, including financial decisions. Together with his co-authors, Matthias Pelster is investigating whether the information shared on social networks can add value when predicting future stock-market developments – in other words, whether investors can benefit from the “wisdom of many” – and developing a model to illustrate the explanatory power of social media information. He also analyses how social interactions within social networks affect investors’ decision-making behaviours, and researches peer effects on known perception biases and decision heuristics.



**JUN.-PROF.
DR. MATTHIAS PELSTER**

Matthias Pelster graduated with a Diploma in Business Mathematics from Dortmund Technical University. He subsequently worked as a research assistant at the Chair of Investment and Finance at TU Dortmund and wrote his dissertation on financial risk management at manufacturing companies. He completed his doctorate with top marks in 2013 and his thesis was awarded the Faculty of Social Science and Economics Dissertation Prize. After a short time as a postdoc at TU Dortmund, Matthias Pelster was offered a position as a Junior Professor of Finance at Leuphana University in Lüneburg in 2014. During his time in Lüneburg, he was also a guest at the German Central Bank, Durham University Business School and St. John’s School of Risk Management. His research has been published in renowned international trade journals, such as the *Journal of Banking and Finance*, the *Journal of Risk Finance* and the *Review of Derivatives Research*.

www.wiwi.upb.de/dep2/pelster



DR. MADJID TAVANA MADE HONORARY PROFESSOR

The University of Paderborn has honoured the commitment of Professor Madjid Tavana from LaSalle University, Philadelphia, USA, to the Faculty of Business Administration and Economics by naming him honorary professor.

“As an extremely productive scientist in the fields of Data Analytics and Big Data, his dedication is a huge benefit for the University,” said Faculty Dean Professor Caren Sureth-Sloane at the celebratory award ceremony. Tavana has authored several hundred publications and is the Chief Editor of a total of six scientific journals.

Over the last 10 years the American visiting lecturer has developed a particular affection for Paderborn during his regular visits to the Department of Business Information Systems. Tavana holds an annual course in Decision Analytics and Big Data at the Faculty of Business Administration and Economics, and collaborates with Professor Leena Suhl and Junior Professor Kevin Tierney in various projects in Business Information Systems.

“DIGITALIZATION TRANSFORMS EVERY AREA OF LIFE IN OUR SOCIETY. IT OFFERS AN ECONOMIC INNOVATION POTENTIAL AS WELL AS THE OPPORTUNITY OF A GREATER PARTICIPATION. THE DEPARTMENT BUSINESS INFORMATION SYSTEMS SHAPES THE INFORMATION SYSTEMS FOR TOMORROW’S DIGITAL SOCIETY – FROM CONNECTED INDIVIDUALS TO COMPLEX DIGITAL NETWORKS.”

Dennis Kundisch, Spokesperson for the Department

BUSINESS INFORMATION SYSTEMS

Business Information Systems

Prof. Dr. Daniel Beverungen

(since April 2016)

Prof. Dr. Joachim Fischer (until April 2016, retired)

Business Information Systems esp.

Computer Integrated Manufacturing

Prof. Dr.-Ing. habil. Wilhelm

Dangelmaier

Hon.-Prof. Dr.-Ing. Carsten

M. H. Claussen

Hon.-Prof. Dr. Jens Krüger

Business Information Systems esp.

Semantic Information Processing

Jun.-Prof. Dr. Michaela Geierhos

(until september 2017, now professor at the Faculty of Cultural Studies, Paderborn University)

Analytic Information Systems

and Business Intelligence

Jun.-Prof. Dr. Artus Krohn-Grimberghe

Business Information Systems esp.

Digital Markets

Prof. Dr. Dennis Kundisch

Decision Support & Operations

Research Lab

Prof. Dr. Leena Suhl

Hon.-Prof. Prof. Dr. Madjid Tavana

Decision Support Systems &

Operations Research

Jun.-Prof. Dr. Kevin Tierney



BUSINESS INFORMATION SYSTEMS



**PROF. DR.
DANIEL BEVERUNGEN**

After earning his postgraduate Diploma in Business Information Systems at the University of Paderborn in 2006, Daniel Beverungen commenced doctoral studies at the Institute of Information Systems at WWU Münster. After receiving his doctoral degree (Dr. rer. pol.), he served on the Academic Council at the WWU from 2010 – 2014, and later as an associate lecturer following his subsequent Habilitation. From 2015-2016, he was interim Chair of Business Information Systems and Information Management at WWU. Since 2016, Prof. Beverungen has chaired the Department of Business Information Systems. Prof. Beverungen is notably also a co-editor of the journal *Business & Information Systems Engineering (BISE)* and the Acting President of Special Interest Group Services (SIGSVC) in the Association for Information Systems (AIS).

www.upb.de/bis

The Chair of Business Information Systems explores and teaches the design and successful utilisation of information systems in organisations. In the field of business information systems, we research and convey knowledge concerning the design, development and management of large application systems in companies (e.g. ERP systems such as SAP S4/HANA), with a focus on process and data management. In the field of digital service systems we develop innovative services that can only be implemented with the aid of digital technologies. A major focus is on services offered in the high-tech industry and in retail. These smart services allow companies to access completely new business sectors while also ensuring efficient service provision. The two fields are closely tied as many digital services require seamless integration with the company's core operational systems.

Smart service / digital services: development, marketing and provision of digital services, with a focus on mechanical and plant engineering, the automotive industry and retail.

Business process management: planning, development, implementation, introduction and analysis of business processes within companies and value networks, as well as the design and emergence of business processes.

Business information systems / ERP systems: design, development and operation of core operational systems, e.g. SAP ECC and SAP S4/HANA, as well as company modelling and integrated data and process management.

Publikationen

Klör, B., Monhof, M., Beverungen, D., & Bräuer, S. (2017). Design and Evaluation of a Model-Driven Decision Support System for Repurposing Electric Vehicle Batteries. *European Journal of Information Systems (EJIS)*, forthcoming.

Barann, B.; Beverungen, D.; Müller, O. (2017). An open-data approach for quantifying the potential of taxi ridesharing. *Decision Support Systems*, 99 (July 2017), pp. 86-95.

Betzing, J.; Beverungen, D.; Becker, J.; Matzner, M.; Schmitz, G.; Bartelheimer, C.; Berendes, I.; Braun, M.; Gadeib, A.; von Hoffen, M.; Schallenberg, C. (2017). Interaktive, digitale Einkaufserlebnisse in Innenstädten. *HMD — Praxis der Business Information Systems*, 54, 5, pp. 659–671.

Current Projects

SmartMarket²: Interactive purchasing experiences in city centres through digital services, 2017-2020: The objective of this BMBF project is to strengthen the competitive position of stationary, small and medium-sized retail through digital interactive purchasing experiences. SmartMarket² combines successful strategies from online retail with the strengths of stationary retail. We are developing digital and data-based services for interactive purchasing experiences in city centres and implementing these in four model cities.

Cooperation partners: Städte Paderborn, Münster, Aachen, Duisburg; WWU Münster, Universität Duisburg-Essen, Dialago AG, Lancom Systems GmbH

DIGIVATION: Service Innovations through Digitalisation – Methods, Potential and Transfer for Smart Services, 2016-2019: Digitalisation is the main driver of growth and innovation today. Within the BMBF project Digivation, we are developing digital process innovations using data-based services. We also integrate and transfer the findings from 22 joint projects as part of the BMBF funding priority “Service Innovation through Digitalisation.”

Cooperation partners: RWTH Aachen, Universität Passau

RISE_BPM: Propelling Business Process Management by Research and Innovation Staff Exchange, 2015–2019: The latest ground-breaking innovations in the areas of Social Computing, Smart Devices, Real-Time Computing and Big Data Analytics are transforming theories and tools for process management in organisations. The EU project RISE_BPM networks the world’s leading research institutions, building on these developments and setting a new course for the Business Process Management (BPM) research field.

Cooperation partners: WU Wien, Queensland University of Technology, Universidad de Sevilla, Technische Universiteit Eindhoven, Universität Liechtenstein, Universidade Federal do Estado Rio de Janeiro, Pohang University u. a.

Current Cooperations

Service Science: Partnership with the Chairs of Business Information Systems especially Digital Markets (Prof. Kundisch), and Business Administration especially Service Management (Prof. Wunderlich), as well as numerous other German and international university and industrial partners to establish the area of Service Science at the intersection between business informatics and service management.

Visiting Scholars

- Visiting researcher at Ulsan National Institute of Science and Technology (UNIST), Ulsan, South Korea
- Visiting researcher at Queensland University of Technology (QUT), Brisbane, Australia
- Visiting researcher at TU Berlin, Institute for Machine Tools and Factory Management (IWF)

Awards and Honours

- Nomination for the Best Paper Award at the 13th International Conference on Business Informatics 2017, St. Gallen
- Nomination for the Best Paper Award at the 34th International Conference on Information Systems (ICIS), Milan

Other Responsibilities

- Member of the Faculty Council
- President of AIS Special Interest Group Services (SIG SVC)
- Head of the Service Science Competence Center at the European Research Center for Information Systems (ERCIS)
- Member of the specialised area of Digital Business Innovation at the Software Innovation Campus Paderborn (SICP)
- Associate Editor of the journal Business & Information Systems Engineering (BISE)
- Guest editor of Information Systems Journal (ISJ)
- Member of the Editorial Board at the Journal of Business Research (JBR)

Modules

- Basics of Business Information Systems
- Methods of Business Informatics: Project Management
- Digital Service Provision Systems
- Business Process Management
- Seminar Information Systems for Smart Services
- Project Seminar on Smart Services
- Project Seminar on Advanced Enterprise Systems
- Doctoral Seminar: Design Science in Information Systems Research

BUSINESS INFORMATION SYSTEMS ESP. COMPUTER INTEGRATED MANUFACTURING



PROF. DR. WILHELM DANGELMAIER

Wilhelm Dangelmaier graduated in Mechanical Engineering from the University of Stuttgart. From 1973 to 1991 he worked at the Fraunhofer Institute for Manufacturing Engineering and Automation (IPA) in Stuttgart. Since 1991 he has been a Professor of Business Information Systems, specialising in CIM, at the Heinz Nixdorf Institute and at the Faculty of Business Administration and Economics at the University of Paderborn. In 1998 he founded the Fraunhofer Anwendungszentrum für Logistikorientierte Betriebswirtschaft (ALB) (Fraunhofer Application Centre for Logistics-Oriented Business Administration). To date 75 doctoral dissertations have been completed under his supervision and 10 of his past students are now professors. From 2005 to 2009 he was a member of the Senate of the German Research Foundation (DFG). Since early 2009 he has been a member of acatech – the German National Academy of Science and Engineering.

www.hni.uni-paderborn.de/cim/

Product development process in focus: Our goal is to strengthen and secure the long-term competitive position of German industrial and service companies. Our way of thinking is process-oriented, focussing on the service provision process. We implement tools for analysing weaknesses, testing possible solutions, and optimising individual processes, flows and networks – from designing a service provision network to implementing a logistics management system or an e-commerce solution. As a result, we play a leading role in the It's OWL project, InVorMa (intelligent work preparation based on virtual machine tools). One major goal here is to minimise setup and downtimes for machine tools. The setup configuration for machine tools, especially the position of the workpiece on the machine table, is generally determined based on familiar patterns and the employees' experience. This can lead to unpredictable and complicated machine traveling distances during processing. To address this problem a sub-goal of the InVorMa joint research project, part of the It's OWL excellence cluster, is to pursue a simulation-based optimisation approach using virtual machine tools. The objective is to achieve intelligent test planning and fast checks of the machine's work area according to valid tool-clamping parameters. The optimisation component is provided by a particle swarm algorithm, a metaheuristics approach based on swarm behaviour which generates solutions with its fast convergence behaviour. The solution search is divided into jobs and assigned across multiple computer resources so that a significantly high number of solution candidates can be considered without interrupting the optimisation or requiring users to wait for the end of each iteration. The optimisation is supplemented by clustering algorithms in order to identify the final areas in the machine's work area in advance. Optimisation results and any necessary simulation runs for the final evaluation of the machine configuration are managed using a central database. A scheduling system distributes the created simulation jobs among the available virtual machine tools and computer resources.

Honorary Professors

Hon.-Prof. Dr.-Ing. Carsten M. H. Claussen; Hon.-Prof. Dr. Jens Krüger

Selected Publications

Dangelmaier, W. (2017): Produktionstheorie Volume 1 - 3. Springer-Verlag.

Rehage, G.; Isenberg, F.; Reisch, R.-E.; Weber, J.; Jurke, B.; Pruschek, P. (2016): Intelligente Arbeitsvorbereitung in der Cloud. wt Werkstattstechnik online (Jan/Feb 2016), pp. 077-082.

Kopecki, L. (2015): A Robust Opportunistic Routing for High complex Decentralized controlled Distribution Center. In: Computer and Communications (ICCC), IEEE International Conference on Computer and Communications, pp. 11-15, 10-11 October 2015.

Current Projects

It's OWL – Innovation project on intelligent work preparation based on virtual machine tools (InVorMa): The InVorMa joint project was carried out for the BMBF's "Excellence Cluster Competition" as part of the High-Tech Strategy 2020 for Germany. The sub-goals "Processes for self-optimised machine tool setup" and "A mathematical manufacturing model" were realised within the project.
Funding: Federal Ministry of Education and Research

Basics of Manufacturing Theory: At the heart of manufacturing theory is the productivity relationship between the factor input and output in terms of space and time. Formal constructions and theories are developed and proposed as a thought basis for the construction of manufacturing processes. "Rational" constructions are to be designed wherever possible, and associated theories established that will be successful in real-life applications.

Sponsor: Heinz Nixdorf Institute

Current Cooperations

Improving the application quality of procurement processes in ERP systems: As part of a project at Knorr-Bremse, a performance measurement system is being developed to measure the application quality of procurement models in purchasing. The performance figures are evaluated using cause-effect relationships between SAP parameters.

Partner: Knorr-Bremse Systeme für Schienenfahrzeuge GmbH, Munich

Controlling decentralised, highly complex conveyor systems: Today's central controlling architecture for conveyor systems lacks scalability and flexibility. For this reason, we are developing a generalised and adaptive decentralised control system in collaboration with Lödige Industries GmbH that allows field control of conveyor motors as well as automatic path detection. The developed architecture is being tested in highly complex conveyor systems.

Partner: Lödige Industries GmbH, Warburg

Automatic planning of a mixed-model assembly line whilst considering product and process-related restrictions: Using a mathematical optimisation process allows for cost-optimised planning of a mixed-model assembly line. Practical restriction types are formalised and considered in the process. The process itself is tested and validated using practice-based data from the automotive industry.

Partner: TAKTIQ GmbH & Co. KG, Paderborn

Other Responsibilities

- Executive Board member of acatech – German National Academy of Science and Engineering
- Graduate School of Logistics, TU Dortmund

Modules

- Basics of Business Information Systems
- Basics of Computer-Based Manufacturing and Logistics
- Manufacturing Logistics
- Manufacturing Systems
- Methods of Computer-Based Manufacturing and Logistics
- Research Project on Methods and Concepts of Manufacturing and Logistics
- Manufacturing and Logistics-Related IT (seminar + project)
- Software Applications in Supply Chain Management (seminar + project)
- IT Solutions for Production Planning (seminar + project)
- Cooperation in Business Process Management, esp. SCM (seminar)
- Doctoral Seminar Basics of a Manufacturing Theory

APPLYING "MANUFACTURING THEORY"

IN STUDENT TRAINING



BUSINESS INFORMATION SYSTEMS

ESP. SEMANTIC INFORMATION PROCESSING



**JUN.-PROF. DR.
MICHAELA GEIERHOS**

Michaela Geierhos was a Junior Professor of Business Information Systems especially Semantic Information Processing from January 2013 to September 2017. After completing her degree in Computer Linguistics, Computer Science and Phonetics at LMU Munich, she was employed as a research assistant at the Centrum für Informations-und Sprachverarbeitung from 2006 to 2012.

In 2010 she completed her doctoral degree *summa cum laude*, receiving the “Kulturpreis Bayern” for her dissertation in 2011. In 2016, she was awarded a Habilitation and teaching authorisation in the field of Computer Linguistics. Since October 2017, she has held the Chair of Digital Cultural Studies at the University of Paderborn. She has received multiple awards for her research and teaching work (including Professor of the Year in 2013, GAL Young Researcher Prize in 2012, Prize for Good Teaching in 2010).

www.wiwi.upb.de/seminfo

Research in semantic information processing is conducted at the interface between computer linguistics and business information systems. Practical problems that arise during machine-based language processing in concrete industrial application scenarios are addressed. In applied computer linguistics, the goal is to convert linguistic knowledge into a format suitable for computers, and to test it in realistic applications. The tasks of practical computer linguistics include developing algorithms for (semantic) text analysis and facilitating communication between people and machines through interactions that take place in information systems (e.g. free text search, question-answer systems). Practical applications include search engines, social media mining systems, sentiment analysis and knowledge-based question-answer systems. The main research focus is on gaining knowledge from texts whereby semantic information processing always takes precedence over quantitative text analysis. The goal of each project is to use computer linguistics to build a bridge between applied linguistics and economics, and to promote the innovative and application-oriented potential of these research fields through their interdisciplinary implementation in the information society.

Selected Publications

Geierhos, Michaela & Bäumer, Frederik Simon (2017): Guesswork? Resolving Vagueness in User-Generated Software Requirements. In Henning Christiansen and M. Dolores Jiménez López and Roussanka Loukanova and Larry Moss (eds.): *Partiality and Underspecification in Information, Languages, and Knowledge*, pp. 65-107. Cambridge Scholars Publishing.

Michaela Geierhos & Frederik S. Bäumer (2016): How to Complete Customer Requirements Using Concept Expansion for Requirement Refinement. In: *Proceedings of the 21st International Conference on Applications of Natural Language to Information Systems, NLDB 2016*, Springer, LNCS 9612, 2016, Salford, UK, June 2016, pp. 37-47. Springer International Publishing.

Michaela Geierhos, Frederik S. Bäumer, Sabine Schulze & Caterina Klotz (2015): Understanding the Patient 2.0: Gaining Insight into Patients' Rating Behavior by User-generated Physician Review Mining. In: *9th International and Interdisciplinary Conference on Modeling and Using Context, CONTEXT 2015*, Larnaca, Cyprus, 2-6 November 2015, *Proceedings, LNAI 9405*, pp. 159-171. Springer International Publishing.

Awards and Honours

- In 2016, the Forum für Business Information Systems, Logistik und Produktion e.V. recognises Markus Dollmann for his Master's thesis.
- Joschka Kersting is nominated for the Best Student Paper Award at the 2nd International Conference on Internet of Things, Big Data and Security 2017
- Best Paper Award for Joschka Kersting and Jun. Prof. Dr. Michaela Geierhos at the 23rd International Conference on Information and Software Technologies (ICIST 2017).
- 2017: Dr. Frederik Simon Bäumer's dissertation receives an award from the Forum für Business Information Systems, Logistik und Produktion e.V.

Current Projects

CRC 901: Collaborative Research Centre Sub-project B1 – Parameterised Service Specifications. Jun. Prof. Geierhos' work concentrates on user-friendly, natural-language service specifications for end users. Verbal transcriptions of service requirements are machine analysed to develop strategies for handling ambiguity, vagueness and incompleteness in the context of on-the-fly computing.

Partners: Prof. Dr. Gregor Engels & Prof. Dr.-Ing. Heiko Hamann, **Funding:** DFG

PatentConsolidator: The combination of various semantic information processing methods is intended to create an automated consolidation of patents and homogenisation of proper names. An innovative, interactive software tool is being developed that can help users combine, configure and implement intelligent, machine learning based methods.

Partner: InTraCoM GmbH, **Funding:** BMWi

InterGramm: For the purpose of interactive grammar analysis, a procedure is being developed that combines machine learning with expert feedback. "Discovering" grammar that only develops in the corpus gradually over time, using rule-based text analysis processes and machine learning methods, and then reconstructing the evolution of language based on evidence, is an innovation. The study is designed as an interdisciplinary project requiring both language expertise and grammar-history knowledge as well as an understanding of computer linguistics and computer science.

Partners: Prof. Dr. Doris Tophinke & Prof. Dr. Eyke Hüllermeier, **Funding:** DFG

Current Cooperations

Designing and evaluating a solution assistant for customer enquiries: Lynx B.V. faces an increasing number of customer enquiries every day. Until now, only a small percentage could be answered reliably by the automatic question-response system. The core purpose of the collaboration is to further develop an information retrieval system for greater flexibility in interpreting customer enquiries.

Partner: Lynx B. V., Berlin

Categorising job listings for optimised search results: We are developing approaches for automatic classification of job listings in the job portal. On the one hand, we implement rule-based approaches for information extraction using bootstrapping; on the other, we implement machine learning processes to create a knowledge-based but also data-driven process.

Partner: Jobware Online-Service GmbH, Paderborn

Search engine optimisation: Optimising the existing website "www.woehler.de" with respect to the largely unknown but sensitive criteria of the major search engine providers is particularly difficult given the current page structure and content; any changes made must not have a negative impact on the current ranking.

Partner: Wöhler Technik GmbH, Bad Wünnenberg

Memberships

- Junges Kolleg at the North Rhine-Westphalian Academy of Sciences, Humanities and the Arts
- "German Biography" Advisory Board of the Historic Commission at the Bavarian Academy of Sciences and Humanities
- Steering committee "Women Creating the Information Society" (until Sept. 2017)
- Faculty Council (until Sept. 2017)
- Scientific Council at the Centre for Language Teaching (until Sept. 2017)
- Editorial Review Board at the Journal of Business Research for the area of "Technology, Interactive and Social Media"

Reviewing Activities

for the European Commission, the DAAD, the Alexander von Humboldt Foundation and the Federal Ministry of Justice and Consumer Protection

Modules

- Customer Satisfaction Monitoring – Concepts and Algorithms
- Insights into Semantic Technologies
- Intelligent Web Searches – in the footsteps of Google & Co.
- IT Risk Management, Audit and Governance
- Methods of Semantic Information Processing
- Mining Social Media – Use Case Customer Communication
- Recent Advances in Semantic Information Processing
- Recent ICT & Business Mind
- Sentiment Analysis – Methods and Applications
- Research Project on Semantic Information Processing



ANALYTIC INFORMATION SYSTEMS AND BUSINESS INTELLIGENCE



JUN.-PROF. DR. ARTUS KROHN-GRIMBERGHE

Artus Krohn-Grimberghe has been a Junior Professor of Business Information Systems especially Analytical Information Systems and Business Intelligence at the University of Paderborn since October 2012. He completed his undergraduate studies in Business Information Systems at TU Ilmenau (2000-2002) and his Master's in Information Systems at the University of Karlsruhe (TH), now known as KIT (2000-2006). After nearly a year of working as a consultant for data warehouse and data mining projects, he completed a doctorate in Computer Science with a dissertation on matrix factoring algorithms for recommender systems at the University of Hildesheim (2007-2012). In addition, he co-founded pmOne Analytics GmbH in 2015, headquartered in Paderborn and Vienna, and supported the company as its Chief Data Scientist until December 2016.

www.wiwi.upb.de/dep3/krohn-grimberghe

“Predictive,” “Analytics” and “Artificial Intelligence” are increasingly important topics in research, teaching and industry. The professorship in Analytic Information Systems and Business Intelligence (AISBI) focuses on application possibilities and the study of specialised algorithms. Key research areas include structured predictions, for example for recommender systems, image, audio or DNA data. Companies benefit from knowledge transfers, feasibility studies and workshops surrounding the business process optimisations and innovative business processes made possible by these technologies. In addition to dynamic personalisation using customer data and the use of machine data for predictive maintenance and root-cause analysis in the event of an error, research is increasingly focusing on the analysis of medical images and DNA data. Teaching within the professorship provides students with a solid knowledge foundation in the field of data warehousing.

Selected Publications

Multi-relational matrix factorization using bayesian personalized ranking for social network data. Artus Krohn-Grimberghe, Lucas Drumond, Christoph Freudenthaler, Lars Schmidt-Thieme. In: Proceedings of the fifth ACM international conference on Web search and data mining, pp. 173-182. ACM 2012.

Collective Matrix Factorization of Predictors, Neighborhood and Targets for Semi-Supervised Classification. Lucas Rego Drumond, Lars Schmidt-Thieme, Christoph Freudenthaler, Artus Krohn-Grimberghe. In: Conference Pacific-Asia Conference on Knowledge Discovery and Data Mining, pp. 286-297. 2014.

Monitoring multiple myeloma by next-generation sequencing of V (D) J rearrangements from circulating myeloma cells and cell-free myeloma DNA. Anna Oberle, Anna Brandt, Minna Voigtlaender, Benjamin Thiele, Janina Radloff, Anita Schlenker, Malik Alawi, Nuray Akyüz, Manuela März, Christopher T Ford, Artus Krohn-Grimberghe, Mascha Binder. In: Journal haematologica 2017. Volume 102, Issue, pp. 1105-1111. Haematologica 2017.



Current Projects

Semantic Segmentation of CT and MRI Images for Anomaly Detection.

Consultant on Artificial Intelligence, Deep Learning, Machine Learning and “Predictive”: The chair advises companies, startups, public agencies and research groups on the use, the possibilities and the limits of AI, ML and “other predictive issues.”

Deep Reinforcement Learning for Container Pre-Marshalling: The chair supports Kevin Tierney’s team in the area of Container Pre-Marshalling through the application and development of deep learning and deep reinforcement learning models.

Current Cooperations

- Prof. Mascha Binder, Eppendorf University Hospital, Hamburg
- Prof. Jun Ohya, Waseda University, Tokyo, Japan
- Prof. Om Prakash Vyas, IIIT Allahabad and IIIT Naya-Raipur, India
- Prof. Ranjana Vyas, IIIT Allahabad, India
- Prof. Christoph Sorge, University of Saarland, Saarbrücken
- Prof. Kevin Tierney, University of Paderborn Tim Tepel /
- Prof. Carlo Masala, University of the Federal Armed Forces, Munich Inga Großmann, University of Hamburg

Visiting Scholars

- 2016: Prof. Dr. Om Prakash Vyas, IIIT Allahabad, Indien
- 2017: Prof. Dr. Vivek Ranga, IBS Business School, Ahmedabad; Prof. Dr. Om Prakash Vyas, IIIT Allahabad, Indien

Other Responsibilities

Chair of the Business Information Systems Examination Board for Bachelor’s and Master’s programmes as well as the Master’s in Management Information Systems.

Modules

- Business Analytics,
- Predictive Analytics
- Business Analytics Project
- Seminar Project
- Recommender Systems
- Business Analytics Projec
- Seminar Project



DIGITAL TRANSFORMATION IN THE FURNITURE
RETAIL SECTOR: A PARTNERSHIP BETWEEN THE
UNIVERSITY AND LOCAL BUSINESSES.

BUSINESS INFORMATION SYSTEMS, ESP. DIGITAL MARKETS



**PROF. DR.
DENNIS KUNDISCH**

Dennis Kundisch has held the Chair of Business Information Systems especially Digital Markets at the University of Paderborn since July 2009. He studied Business Administration at the University of Augsburg, where he also completed his doctorate (2002) and Habilitation (2006). Before working in Paderborn, he also spent time in Freiburg, Cottbus, Calgary (Canada) and Sydney (Australia). Mr. Kundisch is a member of the Scientific Advisory Board for the C-Lab, the Director of the “Digital Business Innovation” Center of Competence at the Software Innovation Campus Paderborn, and Vice-Dean of IT & Public Relations at the Faculty of Business Administration and Economics. He is the author of more than 150 international publications. His research findings have earned multiple awards and have appeared in the journals Management Science and Information Systems Research to name but two.

www.wiwi.upb.de/dep3/winfo2/

Key teaching areas: today every company is confronting the challenges of the digital transformation – whether this is through the growing amount of information technology used in their own products, increased competition through digital sales channels, or the risk of having their own products forced out by digital products or services. Accordingly, the significance of digital markets is already enormous, and will only continue to increase in the future. At the Chair of Digital Markets students learn how to make well-founded decisions and succeed in digital markets. Our teaching particularly focuses on providing the following competences

- **Developing business models:** students learn how to successfully market IT-based products and services using innovative business models.
- **Online experiments:** in order to develop successful business models with experiments, students learn how to quickly and efficiently gain knowledge about customers’ preferences and behaviour.
- **Microeconomic analysis:** in order to develop successful business models, students learn to optimise product and pricing policies using economic models.

Our courses also teach many other important competences, for instance efficiently learning about new topics, managing projects, confident presenting/discussion skills, and describing information in writing in a concise, structured way. Our research is closely related to our teaching, which ensures that the classes always reflect the latest research and allow students to participate in research projects themselves.

Main research emphases:

- **Crowdsourcing:** developing and evaluating instruments that can be used to generate and assess innovation ideas from the crowd.
- **Digital business models:** IT-based methods and tools to support business-model innovation processes, including for platform markets.
- **Gamification:** using and evaluating game design elements as instruments to increase motivation on digital platforms.
- **Data-driven decisions:** statistical analyses, combined with suitable software solutions, facilitate well-informed decisions in the context of the digital transformation.
- **Electronic Word of Mouth:** the influences on and effects of Electronic Word of Mouth (eWOM) as well as designing systems for eWOM.

Selected Publications

Zimmermann, S., Herrmann, P., Kundisch, D., Nault, B. 2017. Decomposing the Variance of Consumer Ratings and the Impact on Price and Demand. To appear in: Information Systems Research.

Meier, C., Kundisch, D., Willeke, J. 2017. Is it Worth the Effort? - A Decision Model to Evaluate Resource Interactions in IS Project Portfolios. Business & Information Systems Engineering, 59 (2), pp. 81-95.

von Rechenberg, T., Gutt, D., Kundisch, D. 2016. Goals as Reference Points: Empirical Evidence from a Virtual Reward System. Decision Analysis, 13 (2), pp. 153-171.

Current Projects

DFG Collaborative Research Center 901: On-The-Fly Computing – Customised IT Services in Dynamic Markets: Sub-project leader for the projects “Empirical Analysis in Markets for OTF Services” and “Architecture Management of On-The-Fly Computing Markets.”

Multi-channel strategies for the furniture retail sector: Developing and evaluating (internet) technologies to support decision-making and promote sales for stationary furniture retailers, and deriving a multi-channel strategy. This project is carried out in partnership with the finke corporate group, the Chair of Business Administration especially Service Management, and the Software Innovation Campus Paderborn.

StudyNow: a web-based platform to strengthen students’ learning motivation through gamification: by gamifying learning activities rather than learning content, teachers in all subjects can use gamification in their courses with minimum effort.

Current Cooperations

Service Science: Partnership with the Chairs of Business Information Systems esp. Digital Markets (Prof. Beverungen), and Business Administration esp. Service Management (Prof. Wunderlich), as well as numerous other German and international university and industrial partners to establish the area of Service Science at the interface between business informatics and service management.

Paderborner-Bürger-Schützenverein (PBSV): Decision-making assistance for the PBSV regarding supporting the association’s future activities using appropriate processes and adequate modern software.

IMT und coactum: Continuation of the PINGO audience response system “www.trypingo.com” developed by the chair to ensure long-term availability to the currently more than 15,000 users.

Modules (Selection)

Basics of Information Management, Economics of Digital Markets, Data Exploration in IT Management: Case-based Seminar, Methods of Developing IT-based Business Models, Innovative Ideas Seminar, Research Project on Digital Markets, Research Methods in Business Information Systems, Markets for Information Goods, Experiments on Digital Markets, Project Seminar on Digital Service Innovations, Information Processing in Digital Markets

Awards and Honours

- Best Paper Award at the 13th International Conference on Business Informatics (WI 2017)
- Teaching Prize from the Faculty of Business Administration and Economics (awarded jointly to Thomas John and Dennis Kundisch)
- Funding Prize for Innovation and Quality in Teaching 2015
- European Research Paper of the Year Award 2015 Nominee
- Best Paper Award Nominee at the INFORMS Conference on Information Systems and Technology (CIST) 2015

Visiting Scholars

- **Dominik Gutt:** Purdue University, Chicago, USA, 29/08/16 - 30/09/16
- **Darius Schlagenotto:** University of New South Wales, Sydney, Australia, 30/09/17 - 13/11/17

Other Responsibilities

- Vice-Dean for IT & Public Relations at the Faculty of Business Administration and Economics
- Spokesperson of the Business Information Systems Department
- Director of the “Digital Business Innovation” Center of Competence at the Software Innovation Campus Paderborn (SICP)
- Member of the Editorial Board of the journal Business & Information System Engineering (BISE)
- Member of the “E-Learning” strategy group, Paderborn University
- Sponsoring professor for the student marketing initiative MTP
- Member of the jury for the Startklar business-plan competition, OWL
- Member of the Scientific Council of C-LAB
- Reviewer for (selection) Management Science, Information Systems Research, Journal of Management Information Systems, European Journal of Information Systems, DAAD, DFG

DECISION SUPPORT & OPERATIONS RESEARCH LAB

The Chair of Business Information Systems – the Decision Support & Operations Research Lab – performs research and teaches in the field of decision support systems (DSS) for operational processes. Through our many research and transfer projects, we have specialised in supporting tasks in transit, logistics, supply chain management and manufacturing as well as supply networks. Optimisation and simulation models can help to achieve significant cost savings in these fields. Today, it is even sometimes possible to take uncertainties into account and define resilient plans for dynamic situations.

Honorary Professor

Hon.-Prof. Prof. Dr. Madjid Tavana



**PROF. DR.
LEENA SUHL**

Leena Suhl has been a professor of Business Information Systems especially Operations Research and Decision Support, at the University of Paderborn since 1995. Professional career: university studies and doctorate at TU Helsinki Systems analyst at Helsinki Telefon, 1987-1994 Research assistant at FU and TU Berlin, 1993 Habilitation as Visiting Scientist at IBM T.J. Watson Research Center, Yorktown Heights (USA). Visiting professorships in Finland, China, US and Poland, until 2017 CEO of Gesellschaft für Operations Research GOR e.V. From July 2017 Chair of the Ethics Committee at the University of Paderborn

www.wiwi.upb.de/dep3/dsor

Selected Publications

Guericke D., Suhl L. The Home Health Care Problem with Working Regulations (2017) OR Spectrum, Volume 39, No. 4, pp. 977-1010

Xie L., Merschformann M., Kliewer N., Suhl L. Metaheuristics approach for solving personalized crew rostering problem in public bus transit (2017) Journal of Heuristics

Hallmann C., Suhl L. Optimizing water tanks in water distribution systems by combining network reduction, mathematical optimization and hydraulic simulation (2016) OR Spectrum, Volume 38, No. 3, pp. 577-595

Current Projects

DFG CRC 901 On-The-Fly Computing, sub-project C3 “Modeling of optimization systems” (2011-15)

BMBF It’s OWL cluster of excellence: InVorMa - Intelligent work preparation based on virtual machine tools (2013-16)

International Graduate School Dynamic Intelligent Systems: Optimisation Systems for Home Health Care (2013-16) - Robotic Mobile Fulfilment Systems (2014-2017)

Current Cooperations

Business Cooperations: Daimler AG, Sindelfingen; Myconsult GmbH, Paderborn; ORCONOMY GmbH, Paderborn; RZVN – Rechenzentrum für Versorgungsnetze Wehr GmbH, Düsseldorf.

Research Cooperations: Freie Universität Berlin, Prof. Dr. Natalia Kliewer; Viadrina European University, Frankfurt an der Oder, Prof. Achim Koberstein,; Aalto University, Systems Analysis Lab, Helsinki/Espoo, Prof. Dr. Ahti Salo.



Awards and Honours

- DS&OR Alumni Bachelor's Thesis Prize 2016 Ms. Michaela Beckschäfer Mr. Lukas Brinkmeyer Mr. Marcel Kombächer
- GOR Bachelor's Prize 2016 Mr. Sascha Burmeister
- DS&OR Alumni Bachelor's Thesis Prize 2017 Mr. Tino Engelbrecht
- DS&OR Alumni Master's Thesis Prize 2017 Mr. Daniel Lösch

Visiting Scholars 2016

- Prof. Dr. René de Koster, Erasmus University Rotterdam
- Tim Lamballais, Erasmus University Rotterdam
- Dr. Mariya Sodenkamp, Otto-Friedrich University Bamberg
- Prof. Dr. Madjid Tavana, La Salle University, USA (Honorary professorship at University of Paderborn)
- Prof. Dr. Om Prakash Vyas, IIIT Allahabad, India
- Prof. Dr. Ranjana Vyas, IIIT Allahabad, India
- Prof. Dr. Heedong Yang, EWHA School of Business, Korea

Visiting Scholars 2017

- Dr. Mariya Sodenkamp, Otto-Friedrich University Bamberg
- Prof. Dr. Madjid Tavana, La Salle University, USA (Honorary professorship at University of Paderborn)
- Prof. Dr. Om Prakash Vyas, IIIT Allahabad, India
- Prof. Dr. Ranjana Vyas, IIIT Allahabad, India
- Prof. Dr. Heedong Yang, EWHA School of Business, Korea

Other Responsibilities

- Member of the Board of Governors at the University of Paderborn (until June 2017)
- Chair of the Ethics Committee at the University of Paderborn (since July 2017)
- Chairman of the Executive Board of Gesellschaft für Operations Research (until Dec. 2016)
- Member of the Executive Board of the International Graduate School of Dynamic Intelligent Systems, Paderborn
- Organised the DS&OR Forums in 2016 and 2017, Paderborn
- Track management at the International Conference of Information Systems, Austin, Texas, December 2015
- Department Editor for the journal Computational Methods and Decision Analytics in Business & Information Systems Engineering (BISE)
- Co-Editor of the journals Flexible Services and Manufacturing (FSM), Business Research and International Journal of Strategic Decision Sciences
- Reviewer for OR Spectrum, European Journal on Operational Research, Computers & Operations Research, European Journal on Industrial Engineering and BISE
- Reviewer for the DFG and BMBF and an expert consultant for various conferences, appointment proceedings and doctorates

Promotionen

- Dr. Florian Stapel (2016): Implementierung eines Kollaborationssystems für Entscheidungsunterstützungssysteme im Fakultätsmanagement
- Dr. Daniela Guericke (2016): Routing and scheduling for home care services Solution approaches for static and dynamic settings
- Dr. Ansgar Hinerasky (2017): Implementierung eines Kollaborationssystems für Entscheidungsunterstützungssysteme im Fakultätsmanagement
- Dr. Christoph Weskamp (2017): Ein integrierter Planungsansatz zur Ermittlung eines Produktportfolios und einer Supply-Chain-Strategie unter Unsicherheiten

Modules

- Basics of Business Information Systems
- Basics of Optimisation Systems
- Methods of Decision Support
- Optimisation Methods and Software
- Information Technology in Business
- Advanced Information Technology in Business
- Decision Support Project (Bachelor's and Master's)
- Management of Reorganisation and IT Projects
- Operations Research A
- Operations Research B

DECISION SUPPORT SYSTEMS & OPERATIONS RESEARCH

My research focuses on the intersection of real world problems, optimization and decision support systems. In particular, I specialize in solving large-scale optimization problems within the container shipping industry and in the general area of maritime transportation. My goal is to develop algorithms and systems that help make global trade more efficient, both in terms of its cost and its environmental impact. Furthermore, I research intelligent optimization algorithms that combine machine learning with optimization approaches. I am associated with the Decision Support & Operations Research Lab.



**JUN.-PROF. DR.
KEVIN TIERNEY**

Kevin Tierney is currently an Assistant Professor in the department of Business Information Systems at the University of Paderborn. He received his PhD in the Software and Systems Section at the IT University of Copenhagen (ITU) as part of the ENERPLAN project, advised by Rune Møller Jensen and David Pisinger (DTU Management) in 2013. In 2010, he graduated from Brown University with a Master of Science in Computer Science and worked with Prof. Dr. Meinolf Sellmann researching algorithm configuration and genetic algorithms. He holds a Bachelor of Science from the Rochester Institute of Technology department of Computer Science from 2008.

www.wiwi.upb.de/dep3/tierney

Selected Publications

S. Tanaka, K. Tierney. Solving real-world sized container pre-marshalling problems with an iterative deepening branch-and-bound algorithm. *European Journal of Operational Research*, Vol. 264, Nr. 1, pp. 165–180, 2018.

A. Hottung, K. Tierney. A Biased Random-Key Genetic Algorithm for the Container Pre-Marshalling Problem. *Computer & Operations Research*, Volume 75, pp. 83–102, 2016.

D. Müller, K. Tierney. Decision Support and Data Visualization for Liner Shipping Fleet Repositioning. *Information Technology & Management*, pp. 1–19, 2016.

Current Projects

DFG project: Stochastic Optimisation for Repositioning of Ocean Liners

Current Cooperations

Prof. Dr. Achim Koberstein, Viadrina University Frankfurt/Oder

Auszeichnungen und Preise

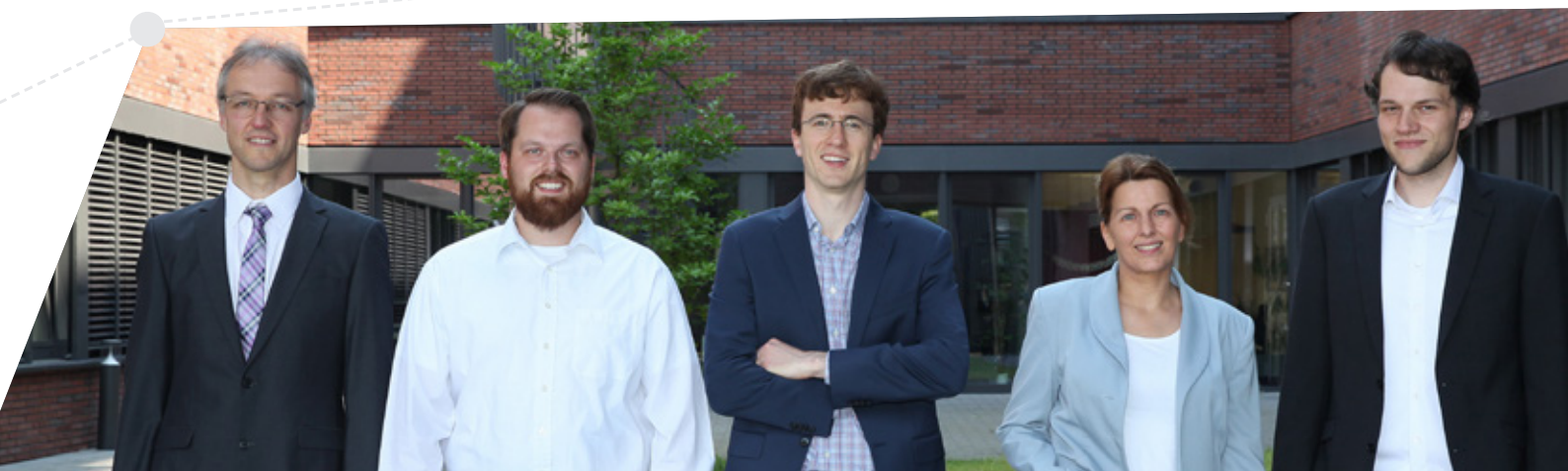
Teaching prize for the best Business Information Systems module in the Bachelor's degree in Business Administration and the Master's in Business Administration and International Economics and Management during the summer semester 2017, granted by the Faculty Student Council.

Other Responsibilities

Member of the Faculty Council for Business Administration and Economics and member of the IMT Committee

Modules

- Basics of Optimisation Systems
- Operations Research B
- Combining OR and Data Analytics
- Metaheuristics





CIE: CENTER FOR INTERNATIONAL ECONOMICS

Globalisation and technological change are driving forces for growth and competitive capability both in companies and for countries. Unbalanced growth processes over the last 30 years have led to the emergence of new, vast political economies in China, India and other successful, newly industrialised countries. These countries can be both strong competitors and large sales markets. A substantial portion of global industrial production has been transferred from long-standing industrial nations to these countries. This change in competitive advantage has had an impact on the employment situation and lifestyles of many people. An understanding of the real economic aspects of globalisation is just as important as analysing the closely connected international financial and stock markets.

Differentiating between opposing theories, predicting the effects of political changes or forecasting economic development using empirical analysis are equally important skills for economists at universities, in the private sector and in governmental agencies. The Center for International Economics thus offers an advanced programme in applied, empirical economic research in the fields of financial markets, labour markets, conflict analysis and education economics. The CIE's research profits from an international network and is often conducted in collaboration with international research institutions and universities.

www.c-i-e.org

“WE STAND FOR INTERNATIONALIZATION:
WE MAKE THE DAILY DEMAND ON US TO
EDUCATE STUDENTS FROM VARIOUS COUNTRIES
IN ORDER TO GAIN RELEVANT COMPETENCIES
FOR THE INTERNATIONAL LABOUR MARKET AND
AT THE SAME TIME TO PROVIDE RESEARCH WITH
HIGH INTERNATIONAL VISIBILITY.”

Hendrik Schmitz, Spokesperson of the Department

ECONOMICS

Econometrics and Quantitative
Methods

[Prof. Dr. Yuanhua Feng](#)

International Economics and
Macroeconomics

[Prof. Dr. B. Michael Gilroy](#)

Macro Theory & International Growth
and Business Cycle Theory

[Prof. Dr. Thomas Gries](#)

Economics esp. Microeconomics

[Prof. Dr. Claus-Jochen Haake](#)

Economics esp. Institutional
Economics and Economic Policy

[Prof. Dr. Burkhard Hehenkamp](#)

Economics

[apl. Prof. Dr. Stefan Jungblut](#)

Statistics and Quantitative Methods
of Empirical Economic Research

[Prof. Dr. Hendrik Schmitz](#)



ECONOMETRICS AND QUANTITATIVE METHODS



**PROF. DR.
YUANHUA FENG**

Yuanhua Feng has been a Professor of Econometrics and Quantitative Methods at the University of Paderborn since 2009. Professional career: 1978-1982: BSc in Math., Beijing Normal University; 1982-1985: MAgr in Economics, Beijing Agricultural University (BAU); 1985-1991: assistant/lecturer in Statistics, BAU; 1991-1993: visiting scholar, Uni Hohenheim; 1993-1998: research assistant, department of Statistics/CRC 178, University of Constance; 1998: doctorate, Dr. rer. soc.; 1998-2004: research assistant, Center for Finance and Econometrics, University of Constance; 2004: Habilitation in Statistics; 2004-2008: Lecturer of Statistics, Heriot-Watt University, Edinburgh. Selected awards: 1993-1996: graduate scholarship from the State of Baden-Württemberg; 1999: dissertation award granted by the Federal Statistical Office; 2005-2008: Visiting Professor, South China Agricultural University.

www.wiwi.upb.de/dep4/feng

Quantitative methods in econometrics and empirical economic research are important tools for every economist. In its research, the Chair of Econometrics and Quantitative Methods at the University of Paderborn focusses on developing new quantitative methods of empirical economic research, particularly in the areas of time series analysis and financial econometrics. The models we develop are usually “semi-parametric,” and are performed using data-driven algorithms by combining the suitable advantages of parametric and non-parametric approaches. The research on time series analysis focuses on semi-parametric modelling of seasonal time series as well as developing new models for time series with long memories. For instance, we proposed the data-driven Berlin procedure, a further development of BV₄ at the Federal Statistical Office, and SEMIFAR (semiparametric fractional autoregressive), a standard model in S+Finmetrics. In financial econometrics, various semi-parametric expansions of the very well-known GARCH model (generalized autoregressive conditional heteroskedasticity) were proposed, for instance the SEMIFAR-GARCH, the SemiGARCH, for modelling non-parametric trends in rates of return and/or in volatility, as well as the Semi-ACD model, the Semi-Log-ACD and the Semi-FI-Log-ACD for modelling various non-negative finance time series. We are currently developing semi-parametric models with long memories for high-frequency financial data in the context of a spatial representation. We are also studying data-driven algorithms for executing the modern P-Splines (penalized splines) and expanding this approach for cases with short or long memories. In addition, we are extensively studying the application of other quantitative methods of empirical economic research. In particular, data-driven semi-parametric approaches have been proposed as improved and endogenic alternatives to the very well-known Hodrick-Prescott filter. In our teaching, the chair concentrates on methodology courses at a leading and advanced level for Bachelor’s and Master’s students as well as doctoral candidates. The teaching emphases include fundamentals of econometrics, time series analysis, financial econometrics, non-parametric regression and computer-based econometrics.



Selected Publications

Feng, Y., Forstinger, S. and Peitz, C. (2016). On the iterative plug-in algorithm for estimating diurnal patterns of financial trade durations. *Journal of Statistical Computation and Simulation*, 86, pp. 2291-2307.

Gries, T., Fritz, M. and Feng, Y. (2017). Slow Booms and Deep Busts: 160 Years of Business Cycles in Spain. *Review of Economics*, 2, pp. 153-166.

Current Projects

DFG project FE 1500/2-1: „Additive fractional models for large random fields, applied to high-frequency financial data“ (2016-2019)

Other Responsibilities

Reviewer for a Humboldt postdoctoral funding application (2017) and two DFG research project applications (2016 and 2017) as well as various trade journals

Modules

- Econometrics
- Reading course on „Introduction to Econometrics“
- Applied Time Series Analysis and Economic Forecasting
- Financial and Time Series Econometrics
- Advanced Methods of Empirical Economic Research
- Advanced Quantitative Methods in Statistics and Econometrics
- Special Topics in Econometrics/Statistics
- Area of Specialisation in Econometrics/Statistics

INTERNATIONAL ECONOMICS AND MACROECONOMICS

The Chair of International Economics and Macroeconomics deals with questions and economic problems that directly or indirectly concern open political economies. Our central areas of research are general macroeconomic topics in an international context, international trade, multinational corporations as well as international financial economics and financial econometrics. The research topics are analysed using current model-theoretical and empirical methods. The aim of research activities is to make an ongoing contribution to basic research, economic policy and business practice. Students are taught fundamental and recent research findings in the form of methodological and factual knowledge. Moreover, transfer competence and a normative evaluation of the discussed topics are emphasised throughout the lectures and exercises. The coordination of an academic exchange programme and internship placement provide a direct interaction with universities and companies in the United States. The guiding principle is to prepare and qualify the students for their future academic or non-academic careers in the context of our subject areas.



**PROF. DR. BERNARD
MICHAEL GILROY**

Bernard Michael Gilroy has held the Chair of International Economics and Macroeconomics at the University of Paderborn since October 1996. Professional career: 1974-1978 Bachelor of Arts Diploma in Multinational Corporate Studies and German Translation, Upsala College, USA. 1979-1983 Studied Political Economics at the University of Constance, Diploma in Political Economics. 1983-1987 research assistant at the University of Constance. 1987-1989 Doctoral studies at the University of St. Gallen. 1989-1996 Lecturer in Political Economics, University of St. Gallen. 1991-1992 Visiting Scholar at University of Reading, England. 1993 Habilitation at the University of St. Gallen. 1995 Assistant Professor of Political Economics, University of St. Gallen. From 7/10/2003 – 31/12/2007, elected Vice-Rector of Studies, Teaching, Further Education and International Relations at the University of Paderborn.

www.wiwi.upb.de/dep4/gilroy

Selected Publications

Müller, Maximilian A., Denis Schweizer, and Volker Seiler. 2016. Wealth Effects of Rare Earth Prices and China's Rare Earth Elements Policy. *Journal of Business Ethics* 138 (Issue 4): pp. 627–648.

Gilroy, Bernard M., Vladyslav Mykhalsky and Volker Seiler. 2017. Style Analyse im Fondsmanagement - Nicht-lineare Optimierung mit Hilfe von Excel Solver. *WiSt*, 46(2-3), pp. 10-16.

Peitz, Christian. 2016. Die parametrische und semiparametrische Analyse von Finanzzeitreihen - neue Methoden, Modelle und Anwendungsmöglichkeiten. Dissertation. Springer, Berlin.

Other Responsibilities

Member of the Faculty Council in the Faculty of Business Administration and Economics

Modules

- Multinational Firm
- Development Theory
- International Economics
- Economic Foundations of Development Theory and Policy
- Advanced Macroeconomics
- Applied Financial Economics



MACRO THEORY & INTERNATIONAL GROWTH AND BUSINESS CYCLE THEORY

Globalisation and technical change are the driving forces behind growth and competitiveness, both at the firm and the country level. During the last three decades, the global growth process has led to the appearance of new, vast so-called “emerging economies” like China and India. A large share of the world’s industrial production has shifted from Europe and North America to these newly emerging countries leading to huge changes in living and working conditions. Companies and employees both must adjust to these changing global conditions. An understanding of the monetary and financial consequences of international integration and globalisation is of equal importance. Global financial and stock markets are closely intertwined and in the last decade alone, major currency and financial crises have affected many countries from East Asia to Latin America with disastrous outcomes. Research on the dynamics of global growth and competition as well as the global integration of financial markets is the focus of this research unit.



**PROF. DR.
THOMAS GRIES**

Thomas Gries completed a degree in Political Economics from 1980 to 1984. After receiving his diploma, he worked as a research assistant at Christian Albrecht University in Kiel until 1988. In the meantime, he carried out doctoral studies at the University of California from 1986 to 1987 subsequently achieving his PhD in Kiel. From 1988 to 1992 Thomas Gries wrote his Habilitation thesis as a senior lecturer at Georg August University in Göttingen. In 1995 he took over the Chair of International Growth and Business Cycle Theory at the University of Paderborn. In 1999 Professor Gries was awarded the Otto Beisheim Prize from the University of Dresden, and from 2000 to 2012 he was the Programme Chair for the M.Sc. in International Economics. In addition, from 2002 to 2007 he served as the Vice Dean of Research and in 2008 he spent several months as a visitor at United Nations University World Institute for Development Economics Research (UNU WIDER) in Helsinki, Finland.

www.wiwi.upb.de/dep4/gries

Selected Publications

Gries, T., Jungblut, S., Krieger, T. & Meyer, H. (2017). Economic Retirement Age and Lifelong Learning – a theoretical model with heterogeneous labor and biased technical change, *German Economic Review*, forthcoming but already available as online first.

Gries, T., Redlin, M. (2017). Pirates – The young and the jobless: The effect of youth bulges and youth labor market integration on maritime piracy, *Defence and Peace Economics*, forthcoming but already available as online first.

Gries, T., Grundmann, R., Palnau, I. & Redlin, M. (2017). Technology diffusion, international integration and participation in developing economies – a review of major concepts and findings, *International Economics and Economic Policy*, forthcoming but already available as online first.

Other Responsibilities

Reviewer for a large number of international trade journals

Modules

- Basics of Economics (VWL) – Macro Theory
- International Economics - Basic Concepts and Current Issues
- Lecture on International Trade
- Intermediate Macroeconomics
- Money and Banking
- International Finance - Currencies and Exchange Rates
- Global Growth and Development - Perspectives of Global Regions
- Research and Independent Studies in Economics
- Environmental Economics



ECONOMICS

ESP. MICROECONOMICS

In its research and teaching, Microeconomics focuses on markets, interaction and market design. One general definition of a market is the organisation of interactions within a group. Interaction models, in a strategic or cooperative form, are the central subject of game theory. Market and/or mechanism design attempts to influence the incentives for strategic behaviour through rules in such a way that strategic interaction ultimately implements a desired result. As part of Collaborative Research Centre 901, "On-the-Fly Computing," we are working on models and solutions for trade in combined IT services. This includes solutions for negotiating problems that may arise, or an analysis of the specific competitive structure in these markets. In the process, we investigate various forms of the market in which rules are established for interactions. For instance, contracts can be awarded using allocation processes that take the participants' preferences into account. Another aspect concerns quality assurance in the market. Our research studies the extent to which (online) evaluation systems can help ensure good product quality, and how user evaluations can be meaningfully aggregated. Other projects in the department address phenomenon of lobbying, studying the incentives involved in forming lobbying groups, and an economic theory to explain domestic conflicts.



**PROF. DR.
CLAUS-JOCHEN HAAKE**

Claus-Jochen Haake has held the Chair of Economics especially Microeconomics since March 2009 and has worked at the University of Paderborn since the 2008/09 winter semester. After completing his degree in Business Mathematics, he received his doctorate in 2003 from the University of Bielefeld in Mathematical Economic Research. Starting in 1998, he was first a research fellow, then a research assistant at the Institute of Mathematical Economic Research at the University of Bielefeld. During this period he undertook research visits to Harvey Mudd College, the University of Illinois at Urbana-Champaign, and Arizona State University. With his Habilitation project in 2008, he became authorised to teach (*Venia Legendi*) in the field of Economic Theory. Claus-Jochen Haake is a member of the Executive Board for Collaborative Research Centre 901.

www.wiwi.upb.de/dep4/haake

Selected Publications

Ana Mauleon, Nils Roehl and Vincent Vannetelbosch: "Constitutions and Groups," (2017) appearing in Games and Economic Behavior.

Gries, Thomas and Claus-Jochen Haake: "Towards an Economic Theory of Destabilization War" Peace Economics, Peace Science and Public Policy, 22.4 (2016): pp. 377-384.

Brangewitz, Sonja and Jochen Manegold: "Competition of Intermediaries in a Differentiated Duopoly," Theoretical Economics Letters 6.06 (2016): 1341.

Current Projects

Sub-project leadership for Collaborative Research Centre 901 "On-The-Fly Computing" in sub-project A3, "The Market for Services: Incentives, Algorithms, Implementation": This project focuses on the economic foundations of a market for IT services that are largely compiled automatically.

Current Cooperations

"Social Design" (with Prof. Walter Trockel, Institute for Mathematical Economic Research, University of Bielefeld)

"Unifications of Bargaining Solutions" (with Prof. Cheng-Zhong Qin, University of Santa Barbara and Shandong University)

Research project with the University of Portsmouth (N. Stroh-Maraun with Dr. Daniel Kaimann and Dr. Joe Cox)

Other Responsibilities

- Member of the Executive Board of CRC 901 (since October 2015)
- Member of the PhD Examination Board (since October 2015)
- Chair of the PhD Examination Board (since June 2017)
- Member of the Editorial Board of the recently founded "Journal of Mechanism and Institutional Design"
- Member of the Editorial Board of "Lecture Notes in Economics and Mathematical Systems"

Modules

- Basics of Economics: Microeconomics
- Game Theory
- Topics in Game Theory
- Methods of Economic Analyses
- Auctions, Incentives Matchings
- Games and Networks
- Advanced Microeconomics



ECONOMICS ESP. INSTITUTIONAL ECONOMICS AND ECONOMIC POLICY

The research and teaching at our chair can best be described as applied microeconomic theory. Our central focus is on competitive and sometimes also contract economics-based issues, which we address from various perspectives and in various application contexts.

For instance, as part of CRC 901 “On-The-Fly Computing” we research the market for combined services from an economic perspective. Here the emphasis is on institutional economic issues relating to market organisation, as well as competitive policy questions relating to the design of framework conditions for competition in this market. In addition, we explore the evolutionary and economical basics of competition in these two-sided markets.

A further core research area is the field of health economics. Here we explore whether introducing competition or measures to intensify competition can ensure the ideal societal supply quality. At the same time, we consider whether quality-oriented compensation in hospital services influences the internal contract and incentive structures in hospitals or in the health system in general.



**PROF. DR.
BURKHARD HEHENKAMP**

Burkhard Hehenkamp has held the Chair of Economics especially Institutional Economics and Economic Policy, since the summer semester of 2012. After studying mathematics, statistics and business mathematics at the University of Dortmund, he completed his doctorate with a dissertation on “Evolutionary Foundations of Oligopolistic Competition.” From 1996 to 2005, he worked as a research assistant in the Chair of Microeconomics. From 2005 to 2012, he was a senior lecturer at TU Dortmund, where he completed his Habilitation in 2008 in the Department of Economics with a project on “Interdependent Preferences in Strategic Interaction.” During the 2008/09 and 2011/12 academic years, he held interim chair positions at the University of Cologne (Prof. Dr. Ockenfels) and Ruhr University Bochum.

www.wiwi.upb.de/dep4/wipo



Selected Publications

Brosig-Koch, J., Hehenkamp, B. and Kokot, J. (2017), The effects of competition and medical service provision“, Health Economics.

De Jaegher, K. and Hoyer, B. (2017), Preemptive Repression: Deterrence, Backfiring, Iron Fists and Velvet Gloves, Journal of Conflict Resolution.

Hoyer, B. and De Jaegher, K. (2016), Strategic network disruption and defense, Journal of Public Economic Theory, Volume 18, 802-830.

Current Projects

Sub-project leadership in CRC 901, sub-project A3 “The Market for Services: Incentives, Algorithms, Implementation”

DFG project with Prof. Jeannette Brosig-Koch, “The Influence of Compensation on Service Provision in the Healthcare Sector: An Experimental Analysis”

Research project with Prof. Oddvar M. Kaarbøe, “Location choice and provider competition in mixed duopolies” (supported by Norges Forskningsrådet, e.on-Ruhrgas and the DFG)

Current Cooperations

“Location Choice and Quality Competition in Mixed Hospital Markets” (with Prof. Oddvar M. Kaarbøe, University of Oslo, Norway)

“Evolutionary Equilibrium in Stochastic Contests – Entry, Effort, and Overdissipation” (with Dr. Yiquan Gu, University of Liverpool, and Prof. Wolfgang Leininger, TU Dortmund)

“Competition in Healthcare – Experimental Analyses” (with Prof. Jeannette Brosig-Koch and Jun.-Prof. Nadja Kairies-Schwarz, University of Duisburg-Essen)

Awards and Honours

Dr. Eugen Dimant: Heinz Sauermann Prize in 2016 from the Society for Experimental Economic Research (GfeW), Dissertation Prize in 2016 from the University of Paderborn

Visiting Scholars

University of Oslo (October 2016),
University of Liverpool (October/
November 2016)

Other Responsibilities

- Member of the Senate of the University of Paderborn (since 2014), Deputy Spokesperson (2015-2017)
- Reviewer for the following trade journals, among others: Games and Economic Behavior, Journal of Health Economics, Health Economics, Journal of Economic Behavior and Organization, Journal of Public Economic Theory

Modules

- Contests and Innovation
- Topics/Cases in Competition Policy
- Experiments in Behavioural Economics (Project Seminar)
- Health Economics – An International and Institutional Perspective
- Competition Policy
- Industrial Economics
- Information Economics
- Institutional Economics and Economic Policy
- Seminar on “Economic Theory of Social Networks”

ECONOMICS

The teaching and research unit principally investigates monetary and real-life dynamic macroeconomic processes and their effects. Its theoretical aspects focus on questions involving stability and coordinating expectations, particularly with regard to the interactions between financial institutions/markets and macroeconomic aggregates in closed and open economies. In terms of empirical research the unit addresses the global accumulation of capital as well as integration processes in the European and East Asian economic areas. These research interests are reflected by the courses in macroeconomics, international macroeconomics and economic integration. In addition to course modules at the University of Paderborn, the unit also offers regular guest lectures at partner universities as well as short-term programmes and summer-schools, as part of the teaching and research unit's numerous internationalisation activities and international partnerships.



**PROF. DR.
STEFAN JUNGBLUT**

Stefan Jungblut studied Economics at Georg August University in Göttingen from 1989 to 1994. During his studies, he completed internships at the German Institute for Economic Research (DIW), the German Chamber of Industry and Commerce (DIHK), and in the Department of Economics and Growth at the Federal Ministry of Economics and Technology (BMWi). In 1995, he transferred to the University of Paderborn as a research assistant. His doctorate, earned in Paderborn in 1998, was followed by a one-year research stay at the University of California at Los Angeles. During this time, he laid the groundwork for his Habilitation project on dynamic monetary macroeconomics at the University of Paderborn. Since October 2011, Stefan Jungblut has led the Economics teaching and research unit in Department 4, "Economics," in the Faculty of Business Administration and Economics.

www.wiwi.upb.de/dep4/jungblut



**LEFT TO RIGHT: ELISABETH BLOCH, KAORU SASAKI, DANIEL GEHLE,
NATALIA CHERNYAEVA, PROF. STEFAN JUNGBLUT, LEAH ENGEL,
JULIA WITTENBERG, KOSUKE SUTO (TOP) HOANG OANH**

Selected Publications

Gries, T., Jungblut, S., Krieger, T. & Meyer, H. 2017. Economic Retirement Age and Lifelong Learning - a theoretical model with heterogeneous labor and biased technical change, *German Economic Review*, forthcoming but already available as online first.

Gries, T., Jungblut, S. & Naudé, W. (2016). The Entrepreneurship Beveridge Curve, *International Journal of Economic Theory*, 12 (2): pp. 151-165.

Current Cooperations

Cooperation with the Graduate School of Economics and Management, University of Tohoku, Sendai, Japan: Developing programmes for student and lecturer exchanges, particularly a dual Master's programme and short-term programmes (International Spring Programme, Summer School in IT Management).

Cooperation with the Faculty of Economics, University of Oita, Japan: Developing exchange programmes for students and lecturers, particularly as part of the Asian Studies in Business and Economics (ASBE) programme and the International Students Forum, with the participation of other Asian universities.

Cooperation with Foreign Trade University, Hanoi, Vietnam: Developing exchange programmes for students and lecturers as part of an Erasmus+ mobility programme.

Visiting Scholars

- Foreign Trade University, Hanoi, Vietnam, 2016, 2017
- Tohoku University, Sendai, Japan, 2016, 2017
- Oita University, Oita, Japan, 2016, 2017

Visting Guests in Paderborn

Prof. Jiro Akita, Tohoku University, 2017; Prof. Makoto Ishii, Oita University, 2017; Prof. Junichi Kadota, Oita University, 2017; Prof. Dr. Kenji Mori, Tohoku University, 2017; Prof. V Hoàng Nam, Foreign Trade University, 2017; Prof. Norio Shimoda, Oita University, Japan, 2017; Prof. Kazuko Suematsu, Tohoku University, 2017

Other Responsibilities

- Internationalisation Officer for the Faculty of Business Administration and Economics
- Academic Programme Manager for the Master's in International Economics and Management
- Programme Manager for the dual Master's programme with the Graduate School of Economics and Management at the University of Tohoku, Sendai, Japan
- Academic advisor for exchange students at the Faculty of Business Administration and Economics
- Deputy Chair of the Economics Examination Board
- Programme Coordinator for the Summer School in IT Management
- Programme Coordinator for the International Spring Programme (ISP)

Modules

- Basics of Economics
- International Economics: International Finance
- Economics of European Integration
- International Finance: Selected Models and Current Issues
- Selected Topics in Economics
- Area of Specialisation in Economics

STATISTICS AND QUANTITATIVE METHODS OF EMPIRICAL ECONOMIC RESEARCH

The chair's research and teaching activities mainly focus on identifying causal effects of policy measures using microdata. In its research, the chair addresses issues of health economics as well as education, job-market and family economics. Some questions posed by the chair include: Does a university degree improve students' income or cognitive skills? Does more health insurance coverage lead to increased use of medical services? Does caring for family members make the caregivers themselves sick? How does teacher quality affect students' learning outcomes? The studies use representative survey data or public administrative data (for instance from health insurance companies). The primary goal is to derive evidence-based recommendations for political decision-makers.

In the area of teaching, students obtain the necessary methodological and practical tools to investigate the abovementioned questions themselves, and to gain a clear sense of the difference between correlation and causality. This begins by providing the fundamentals in introductory statistics and econometrics courses. Advanced courses in microeconometrics (econometrics using personal and household data) show students how to apply basic statistics using Stata statistics software.



**PROF. DR.
HENDRIK SCHMITZ**

Hendrik Schmitz has held the Chair for Statistics and Quantitative Methods of Empirical Economic Research since 2014. Previously, he studied Political Economy at the Freie Universität Berlin and Universidad Carlos III de Madrid, and was a scholarship holder at Ruhr Graduate School in Economics. From 2010 to 2012, he worked as a research assistant in the "Health" competence area at RWI (Rheinisch-Westfälisches Institut für Wirtschaftsforschung), and from 2011-2014 he was a Junior Professor of Health Economics at the University of Duisburg-Essen. Hendrik Schmitz is a member of the CINCH research centre (Competent in Competition and Health) in Essen, RWI Essen and the Health Economics Committee of the Association for Social Policy, and an External Affiliate of the Health Econometrics and Data Group in York. Hendrik Schmitz has been the spokesman for the Department of Economics since October 2015.

www.wiwi.upb.de/dep4/schmitz



Selected Publications

Kamhöfer, D. A., H. Schmitz and M. Westphal (forthcoming), Heterogeneity in Marginal Non-Monetary Returns to Higher Education, *Journal of the European Economic Association*

Schmitz, H. and M. Westphal (2017), Informal Care and Long-term Labor Market Outcomes *Journal of Health Economics* 56, 1-18

Schiele, V. and Schmitz, H. (2016), Quantile treatment effects of job loss on health, *Journal of Health Economics* 49, pp. 59-69

Current Projects

The influence of higher-education studies on monetary and non-monetary aspects in Germany, with application of the Marginal Treatment Effect (2016-2018, German Research Foundation (DFG)): Using data from the NEPS (National Educational Panel Study), this project investigates the long-term effects that a university degree gained in West Germany between 1958 and 1990 has on health, cognitive skills, wages and labour-market participation in the year 2010.

Teacher quality and its influence on learning outcomes for students – an evaluation of the German educational expansion as a natural experiment (2017-2018, Fritz Thyssen Foundation): Due to the significant quantitative expansion of secondary education in Germany starting in the 1960s, the number of teachers at Realschulen (intermediate secondary schools) and Gesamtschulen (comprehensive schools) as well as at Gymnasien (grammar schools) has more than quadrupled. The resulting extremely-high demand for teachers likely influenced who was able to and wanted to become a teacher. This research project particularly focuses on the following question: do those additional teachers have a different capacity for providing education to their students – and how does this impact student performance?

Current Cooperations

- Research project with RWI Essen and DICE Düsseldorf (effects of hospital closures on the quality of services)
- Research project with Cornell University (Determinants in choosing health insurance companies)
- Research project with the University of California, Berkeley (Dr. Lück with Professor Lee Fleming)

Visiting Scholars

- Dr. Sonja Lück visited the University of California, Berkeley, in the spring of 2016, autumn 2016/2017 and summer 2017
- Guests in Paderborn: Prof. Nicolas Ziebarth, Cornell University, June 2016.

Other Responsibilities

- Reviewer for journals such as the *Journal of Public Economics*, *Journal of Health Economics*, *Health Economics*, *Journal of Economic Behavior and Organization* and many others, as well as consulting for conferences (Deutsche Gesellschaft für Gesundheitsökonomik, Spring Meeting of Young Economists)
- Deputy Chair of the “Health Econometrics” committee of the German Society for Health Economics

Modules

- Basic Statistics I
- Basic Statistics II
- Basic Applied Statistics for Winfos
- Introduction to Econometrics
- Introduction to Multivariate Statistics with SPSS
- Introduction to Microeconomics
- Applied Statistics
- Seminar on Statistics and Empirical Economic Research
- Empirical Economic Research using Stata
- Microeconomics
- Applied Microeconomics using Stata
- Seminar on Microeconomics
- Data Analysis using Stata
- Methods of Programme Evaluation



“BUSINESS AND HUMAN RESEARCH
EDUCATIONAL THINKING AND ACTING
– WE WANT TO RAISE A PASSION!”

Prof. Dr. Peter F. E. Sloane, Spokesperson of the
Department

BUSINESS AND HUMAN RESOURCE EDUCATION

Business and Human Resource Edu-
cation II

[Prof. Dr. Marc Beutner](#)

Director of Research and Vice
President of the Federal Institute
for Vocational Education and
Training (BIBB)

[Prof. Dr. Hubert Ertl](#)

Business and Human Resource
Education

[Prof. Dr. Nicole Kimmelman](#)

Business and Human Resource
Education & Vocational Education
esp. Media Didactics and Further
Education

[Prof. Dr. H.-Hugo Kremer](#)

Business and Human Resource Edu-
cation I

[Prof. Dr. Peter F. E. Sloane](#)

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BUSINESS AND HUMAN RESOURCE EDUCATION II



**PROF. DR.
MARC BEUTNER**

Marc Beutner has been a Professor of Business and Human Resources Education at the University of Paderborn since 2008. Professional training as a bank clerk (1990-1993); Professional career (1994); Studied Business and Human Resource Education at the University of Cologne (1994-1998); Lecturer in Vocational Training (since 1997); Research assistant in the Chair of Business and Social Education at the University of Cologne (1998-2003); Doctorate (2001); Served on the Academic Council of IBWS at the University of Cologne (2003-2008); Teaching responsibilities in the area of Business and Economics (General Management, Integrated Results and Financial Management, etc.) at FH / TH Cologne; Substitute Professor at the University of Paderborn: "Professorship in Education Studies especially Vocational Education" (2007-2008); Full professorship at the University of Paderborn (2008); Board of Directors of the PLAZ (since 2009) and the Teacher Training Council.

www.wiwi.upb.de/dep5/beutner

The Chair of Business and Human Resource Education II has an international focus and a broad cooperation network. The network includes universities, vocational schools, educational institutions and companies. The chair has partnerships with the American University in Bulgaria – Sofia (BG), Universidad de Granada (ES), University of Appl. Science Helsinki (FI), Università Roma Tre (IT), LUMSA University Rome (IT), Università ta Malta (MT), Universitea Sibiu (RU), Universitea Pitesti (RU), University Dundee (UK), Glasgow Caledonian University (UK), European University Cyprus (CY), etc. The chair focuses on comparative business education in the areas of vocational training, adult education, school education and youth education. Key research areas include "Evaluation and design processes in vocational training," "eLearning and mLearning as well as digitalisation and game-based learning in vocational training," "Curriculum development and designing measures in vocational training and career orientation" as well as "Startup and entrepreneurship education." Evaluation for vocational training investigates: a) teaching/didactic design, b) educational career management, c) school development and school organisation, d) vocational training systems. The focus is on developments in e-learning and m-learning, serious games and gamification, using the basic approaches developed in the department: (a) the Paderborn Vocational Education Concept (PVEC) and (b) the three-layer model of systematic-analytical vocational training evaluation. Research areas include evaluation models, occupational/vocational pedagogy, campus cooperation/education networks, teaching methodology and curriculum development (learning areas approach vs. specialisation), diagnostic, organisational, content-related and competence-based aspects as well as educational career development and didactic annual planning. A particular focus is communication between theory and practice, and partnerships with companies. The department is involved and/or coordinates various national/international educational research projects. In NetEnquiry, mobile teaching/learning offers are developed for training and further education in the banking sector. In GET-UP and Shadows, entrepreneurship funding is studied in the areas of Green Economy and Creative Industry, and MATH and YES are used to develop and test serious games for educational contexts. The curriculum implements modules such as vocational education and fundamentals of company training to address aspects of company and vocational-school training, and the media didactics module has a particular focus on digitalisation/e-learning.

BUSINESS AND HUMAN
RESOURCE EDUCATION



Selected Publications

Beutner, M.: Innovative Ansätze zum Serious Mobile Learning für Aus- und Weiterbildung. Cologne 2016.

Beutner, M.: OER – Quality Standards, Implementation, Sharing and Use. Results and Discussions on the basis of the EU-StORe project. Cologne 2016.

Beutner, M. / Rüscher, F. A. (2017): Acceptance of Mobile Learning at SMEs of the Service Sector. In: Amedillo Sánchez, I. / Isaias, P.: 13th International Conference on Mobile Learning 2017. IADIS Conference 10th-12th April 2017 in Hungary. Budapest 2017.

Current Projects

NetEnquiry: NetEnquiry develops, tests and evaluates new mobile courses with the corresponding software tool, and allows the potentials of mobile learning to be utilised within the scope of professional training and further education. NetEnquiry combines reality-based learning with the use of mobile end devices; it takes the requirements of the working environment into account, and helps people understand complex operational processes in their entirety.

SMART – Skill Matching Assistance and Reporting Tool: SMART is developing a measurement tool for social skills and a matching system that is able to keep up with societal changes, helping young people match their skills to the demands of the labour market. The goal is to help young people find jobs.

YES – Youth Engagement in Society: In YES European citizenship is implemented online through a Serious Game. This is achieved using a card game, which is developed, tested and evaluated as a deck game. The central idea of YES is to develop a debating game on European/economic topics. Teams design their own card decks with statements/arguments and use them to strengthen or defend their position.

Current Cooperations

University Dundee (UK): Developing a measurement tool to facilitate job market transition, as a joint research and development project with a qualitative design-based approach and a quantitative investigation of the importance of competences on the job market.

Ministry of Gozo (MT): Cooperation to promote youth education and career orientation as well as entrepreneurship support in Europe, with a particular focus on Germany and Malta.

National Center for Scientific Research „DEMOCRITOS“ (GR): Cooperation with the Greek research institution to design, test and evaluate an online portal and active learning system for older European citizens in Europe.

Responsibilities at Paderbon University

- Member of the Faculty Council
- Member of the Board of Directors at the Centre for Education Research and Teacher Training (PLAZ)
- Since 2009, Head of the Vocational Education working and research group at PLAZ
- Member of the Teaching Degrees Committee and then a member of the Business Administration Examination Board
- Member of the Joint Examination Board for the Teaching Training programmes
- Member of the Pop Examination Board
- Member of the PhD Awards Committee in Economics

Other Responsibilities

- Member of the Centre for vocational education and training
- Member of DGFE
- DFG Member
- DeGEval Consultant for Nationale Agentur Deutschland
- BIBB Expert consultant for professorship appointment proceedings and trade education

Modules

- Basics of Business Education
- Competence Development in Teaching Degrees for Vocational Schools
- Vocational Education in Teaching Degrees for Vocational Schools
- Professional Education: Competence Development
- Vocational Education: In-House Training
- Media Didactics
- Business Education Theory - VWL (LA BK)
- Bachelor's Thesis Module
- Special Questions in Vocational Training Research
- Studies in Business and Economics in Teaching Degrees

PRESENTING THE RESULTS OF THE MOBILE LEARNING PROJECT AGNOVEL
AT THE DIDACTA EDUCATION FAIR IN COLOGNE, WITH PROF. MARC BEUTNER
FROM THE UNIVERSITY OF PADERBORN AND CEO RASMUS PECHUEL FROM
INGENIOUS KNOWLEDGE GMBH

DIRECTOR OF RESEARCH AND VICE PRESIDENT OF THE FEDERAL INSTITUTE FOR VOCATIONAL EDUCATION AND TRAINING (BIBB)



**PROFESSOR DR.
HUBERT ERTL**

Hubert Ertl, born in 1968 in Dingolfing (Bavaria) completed his training as a wholesale and foreign trade merchant before earning his Abitur (university entrance qualification) via a “second-chance education” programme. He completed his degree in Business Education at Ludwig Maximilian University (LMU) in Munich as a qualified teacher of business studies. His Master’s in international comparative education research from the University of Oxford was followed by a doctorate from the Institute of Business Education at LMU Munich in 2001. He then spent three years as a researcher and lecturer in the Department of Business Education at the University of Paderborn. From 2004 to 2017, Prof. Ertl researched and taught as an Associate Professor of Higher Education in the Department of Education at the University of Oxford in England, where he also performed university management tasks as a Junior Proctor in 2014 and 2015.

www.bibb.de/de/2037.php

Prof. Hubert Ertl has been the Director of Research and Vice President at the Federal Institute for Vocational Education and Training (BIBB) in Bonn since 1 September 2017. Prof. Ertl accepted the Director of Research position as part of a joint professorship offer from BIBB and the University of Paderborn. In an interview with the BIBB trade journal “Berufsbildung in Wissenschaft und Praxis – BWP,” Prof. Ertl praises BIBB’s particular possibilities to help shape the research landscape in Germany. He sees the strong strategic focus of research at BIBB, along with its international network, as a particular challenge. In order to give new momentum to the dual system in Germany, he believes it is also important to use the opportunities offered by digitalising work processes and to forge new paths at the intersections between vocational and university education.

In signing a cooperation agreement, the University of Paderborn entered into a close partnership with BIBB. By jointly creating a business education research chair at the University of Paderborn and the Director of Research position at BIBB for Prof. Hubert Ertl (University of Oxford), both sides have secured their access to the respective fields of research and activity. The chair is designed similarly to the leave of absence model for joint appointments by universities and non-university research institutions, and includes a teaching load of two semester hours per week at the University of Paderborn.

“We see the strategic partnership with BIBB as an opportunity to significantly strengthen Paderborn as a research hub,” said the two university Vice Presidents, Simone Probst and Prof. Birgit Riegraf, during the welcome ceremony for the business education researcher from Bonn. Amid applause from the Dean of the Business Administration and Economics Faculty, Prof. Caren Sureth-Sloane, and professors Dr. H.-Hugo Kremer and Dr. Peter F. E. Sloane, Ertl sealed the cooperation with the following words: “I hope that our relationship will be intensified on both sides in the field of vocational education research. Especially when it comes to design-oriented work in vocational training practice, Paderborn’s economics educators play a leading role, excellently complementing the issues studied at BIBB. Further synergies can arise in building research groups and a joint international research network. Here, too, we can build on the existing connections at BIBB.” Hubert Ertl, who worked at Ludwig Maximilian University in Munich for three years as a research assistant, said that one important factor in his decision to partner with the University of Paderborn was his intent to remain a scientist in addition to his overarching research strategy activities: “Collaborating with my Paderborn colleagues on research and teaching increases the possibility that I can still work and be recognised in the university research environment in the future.”

Professor Hubert Ertl's research emphases include the interactions between vocational and university education, international comparative research on higher education, European educational and training policies, and the introduction and implementation of education reforms.

Selected Publications

Ertl, Hubert (2016), Die Erziehungswissenschaft im Vereinigten Königreich: Die erziehungswissenschaftliche Forschungslandschaft im Spiegel der Forschungsevaluation. In: Erziehungswissenschaft, Vol. 52, No. 27, pp. 25-39.

Ertl, Hubert & Oancea, Alis (2016). What contributions does the European Union make to research in the UK higher education sector? In: Research Intelligence, Vol. 131, Autumn 2015, pp. 15-17.

Ertl, Hubert; Zierer, Klaus; Phillips, David; Tippelt, Rudolf (2015). Disciplinary traditions and the dissemination of knowledge. An international comparison of publication patterns in journals of education. In: Oxford Review of Education, Vol. 41, No. 1, pp. 64-88.

Ertl, Hubert (2014). A World of Difference? Research on higher and vocational education. In: Germany and England (Munich: Utz Verlag)

Ertl, Hubert & Dupuy, Claire (eds.) (2014). Students, Markets and Social Justice: Higher education fee and student support policies in Western Europe and beyond. In: Oxford Studies in Comparative Education, Vol. 24, No. 1

Current Cooperations

Research partnership with Jiao Tong University in Shanghai

Other Responsibilities

- Editor of the trade journal Research in Comparative and International Education
- Fellow of Royal Society of Arts, RSA
- Junior Proctor (2014/15), University of Oxford
- Member of the Skills, Knowledge and Occupational Performance network centre (SKOPE)

BUSINESS AND HUMAN RESOURCE EDUCATION



**PROF. DR.
NICOLE KIMMELMANN**

Nicole Kimmelmann has been a Professor of Business Education and HR Development in the Faculty of Business Administration and Economics since July 2016. After completing her professional training in banking, she studied Business Education at the University of Erlangen-Nuremberg from 1999 to 2004, as well as “Methods and Didactics of Foreign-Language German Instruction” through a distance learning programme at the University of Kassel from 2004-2005. After working as a lecturer, relocation consultant and guidance counsellor in Germany and abroad, she was a research assistant at the University of Erlangen-Nuremberg from 2006 to 2011, where she received her doctorate in 2009. From 2011 to 2014, she was a Junior Professor of Vocational Competence Development in Nuremberg. Subsequently she became Deputy Chair of Business Education in Paderborn until taking up her current professorship.

www.wiwi.upb.de/dep5/kimmelmann

In its design-oriented research projects, the Chair of Business Education and HR Development deals with the challenges of competence and HR development at companies and vocational schools. There are currently three main research areas:

- **“Competence development for the work and living environment 4.0”**: this research area focuses on competence requirements and new forms of training and further education, against the background of increasing digital networking and also societal and business-related challenges such as migration, inclusion and work-life balance. The objective of its research activity is to design successful individual, self-directed, potential-oriented competence development measures over an entire lifetime. This also includes partnerships between companies, social organisations and universities in order to promote joint civic engagement approaches in the region.
- **“Language and communication in/for careers”**: this concerns the effects of language and communication in vocational training and the professional world, including in the context of professional integration of immigrant workers. The goal is to implement research-based concepts for integrated, specialised competence and language learning at vocational schools and educational institutes, as well as directly in the workplace, based on previous research in this area, and to qualify instructors, trainers and lecturers in this regard.
- **“Didactic-methodological principles for the digitalisation of competence development and teaching”**: the goal here is to create competence-promoting virtual learning environments at vocational schools, companies and further education institutions. The research focuses on using new media for teaching and learning purposes and/or forms of further education and individual profile building.

The approaches used in our research and teaching are interdisciplinary, and are designed to promote skills for addressing the challenges facing the respective parties.

Selected Publications

Kimmelmann, N. (2017). Integrated content and language learning as a new challenge of vocational training. Experiences from public funded qualification programs in the health care sector in Germany. *Revista Española de Educación Comparada*, núm. 29 (enero-junio 2017), pp. 76-94.

Kimmelmann, N. & Thiele, J. P. (2017). Das Projekt InRegio - Berufliche Integration und Entrepreneurship Education internationaler Studierender in der Region fördern. *Kölner Zeitschrift für Business and Human Resource Education*, 61, pp. 63-81.

Siemon, J., Kimmelmann, N. & Ziegler, B. (2016). Sprache in der beruflichen Bildung. Bedeutung, Forschungsstand und Desiderata, *Zeitschrift für Berufs- und Business and Human Resource Education (ZBW)*, Supplement 28, pp. 7-34.

**THE INREGIO TEAM (LEFT TO RIGHT): MARIO SEIDL,
PROF. KIMMELMANN, STEFAN SCHWAN (HEAD OF THE
INTERNATIONAL OFFICE), FRANZISKA STARK
(INTERNATIONAL OFFICE), JONAS THIELE.**



Current Projects

InRegio: The objective of this joint project with the International Office at the University of Paderborn is to promote the social and professional integration of international students. InRegio offers participation activities for various phases of the student life cycle, active participation in civil society offerings, and structured and managed “phasing into” the regional labour market.

QBi: The QBi project follows the model of personalised and inclusive vocational training. In this spirit and in collaboration with vocational colleges in NRW, the project develops framework concepts for qualification building blocks that are tailored to the specific needs of students. The main focus of the chair’s contribution to the project is addressing students’ language challenges in the context of professional competence development and orientation.

IFSL: the goal of this project is to develop further education offers for integrated, specialised learning and language learning to support vocational (adjustment) qualifications in the main career areas of international physicians and care providers, and to implement these on a national basis.

Current Cooperations

Company networks in NRW: to increase company awareness of the qualified international students who could be tomorrow’s workers, as well as to address questions/projects relating to the challenges of HR management and competence development in the Work 4.0 world, we have partnerships with various company associations and networks in the region who, amongst other things, provide supervision for academic work on this complex of issues.

Vocational colleges and teacher training institutions in NRW: with the aim of implementing the chair’s approach of integrated professional and language competence support in vocational training in NRW, based on the chair’s research findings, there are currently a number of partnerships with vocational colleges and teacher training institutions that are creating corresponding educational formats and teacher qualifications.

Virtual University of Bavaria (VHB): a cooperation agreement was concluded with VHB to make the online seminars developed by Prof. Kimmelman also available to Paderborn students, and to integrate the online modules into the curriculum. The courses address the current qualification needs for future teachers in conjunction with the research emphasis of diversity/inclusion at vocational schools.

Other Responsibilities

- Member of the Faculty Council (until the end of November 2017)
- Department spokesperson for the Department of Business and Human Resource Education (June 2016 until the end of November 2017)
- Member of the Centre for Vocational Education and Training (cevet)
- Editor-in-Chief of the International Journal of Innovation in Education (until the end of November 2017, then a member of the editorial board)
- Member of Deutsche Gesellschaft für Erziehungswissenschaften (German Society of Educational Science)
- Member and expert consultant for the American Educational Research Association

Modules

- Competence Development I
- Service Learning in Business and Economics
- Basics of Business Education
- Development and Learning I
- Development and Learning II
- Diversity Management at Vocational Schools (online seminar)
- Social Relations among Students at Vocational Schools (online seminar)
- Language Support in Technical Courses at Vocational Schools (online seminar)



BUSINESS AND HUMAN RESOURCE EDUCATION & VOCATIONAL EDUCATION ESP. MEDIA DIDACTICS AND FURTHER EDUCATION



**PROF. DR.
H.-HUGO KREMER**

Following his professional training, H.-Hugo Kremer studied Economics and Business Education at Fernuniversität Hagen and the University of Cologne. After completing his studies he worked as a research assistant at the Research Institute for Vocational Training, and earned his doctorate from the University of Cologne in 1997. From 1996 to 2001 he worked as a research assistant at Ludwig Maximilian University in Munich. He habilitated in 2002 at the University of Paderborn before accepting a position as a university lecturer at the University of Constance from 2002 to 2004. He has held the Chair of Business and Human Resource Education since 2002. Professor Kremer was a Visiting Professor at the University of Leeds from 2013 to 2015.

www.upb.de/kremer

The research within the Chair of Business and Human Resource Education & Vocational Education is distinguished by its focus on business education activities within the broader contexts of development and innovation. The design-based research approach offers a starting point for a reciprocal and multi-faceted enrichment of the group's research and teaching. On the one hand, research projects are the starting point in designing case studies for teaching; on the other, teaching can provide suggestions for dealing with practical issues. The chair thus takes up the challenges and the necessity of professionalising business educators throughout the various training and work phases, and opens up opportunities for individual development. Among other things, the chair addresses questions of course development work in preparatory vocational training study programmes, inclusion in vocational training, and creating training innovations at vocational schools, further education institutions and universities. Other topics include media concepts in education institutions, vocational training and digital learning and work environments, and transitions between academic and vocational training.

Selected Publications

Kremer, H.-H. (2017): Teaching under and in inequality in German Vocational Schools. In: Natale, S. / Libertella, A. (Ed.): Wealth Equity Dynamics: Economics and Education Challenges, New York, 2017, pp. 47-67.

Kremer, H.-H. (2017): Praxisphasen als Studienelement. Professionalisierung durch Forschendes Lernen. In Wang, J. / Feng, X. / Rützel, J.: Berufsschullehrerbildung in der Volksrepublik China und in der Bundesrepublik Deutschland. Professionalisierung – Kompetenzen – Herausforderungen, Shanghai 2017. (978-7-5608-6850-9), pp. 157-181.

Kremer, H.-H. (2016): Überlegungen zur Inklusion an Berufskollegs – Widerspruch, Anspruch und Herausforderung. In: Bylinski, U. / Rützel, J.: Inklusion als Chance und Gewinn für eine differenzierte Berufsbildung, pp. 183-199, Bonn 2016.



Current Projects

Inclusion and individual support: The projects on inclusion and individual support aim to improve educational work at vocational schools. Project 3i (Professional Educational Work for Individual Support, Inclusive Educational Work and Social Education) addresses the special challenges for educational work in vocational training preparation, and contributes to the further development of educational work and the didactics of training preparation. The QBi project follows the model of personalised, inclusive vocational training. In this spirit, it develops framework concepts for qualification building blocks that are tailored to students' needs and particularly allow for learning paths with differing objectives. Individual learning successes are documented and certified allowing students to put their skills into use.

Successful studies: Personalising the initial study phase and providing integrated competence development for students: This project is based in the larger QPL project 'Heterogeneity as Opportunity'. It studies four types of measures: (1) Establishing programme management. Programme management involves operational and strategic tasks. (2) Curricular measures for the initial study/orientation phase. This area includes offers for student orientation, exploring and choosing a major, and the curricular design of the initial study phase. (3) Designing qualification formats for student tutors and (4) Profile personalisation within degree programmes and in the transition from Bachelor to Master.

Creating mobilities: webLab und myVETmo: The webLab project aims to develop a web-based support system for personalised support during European stays abroad. The myVETmo project is pursuing this goal as part of a European project group and is developing a student navigator.

Current Cooperations

Vocational schools in the State of North Rhine-Westphalia: These research projects are integrated with and build upon innovative developments by North Rhine-Westphalian vocational schools. The 3i project currently collaborates with 28 different vocational schools.

University of Cambridge, School of Education, Prof. Geoff Hayward.

Tongji University of Shanghai, Chinese-German Institute for Vocational training, Prof. Jiping Wang.

Other Responsibilities

- Editor of the journal Berufs- und Business and Human Resource Education
- Co-editor of the series: Lehren und Lernen in Schule und Betrieb
- Member of the International Advisory Board Research in Comparative and International Education Member of the Commission for Studies and Teaching
- Dean of Academic Affairs, Faculty of Business Administration and Economics at the University of Paderborn
- Spokesperson of the interdisciplinary Centre for Vocational Education and Training (cevet)
- Co-initiator of the "Competence Development and Competence Diagnosis" graduate school
- Visiting Professor at School of Education, University of Leeds

Modules

- Peer Mentoring I
- Peer Mentoring II
- Excellence Seminar in Economics
- Teaching Methodology A
- Teaching Methodology B
- Supplementary Studies
- Research Studies
- Supplementary Seminars for the Practical Semester
- Methods of Qualitative Social Research



BUSINESS AND HUMAN RESOURCE EDUCATION I



**PROF. DR.
PETER F. E. SLOANE**

Peter F. E. Sloane has been a Professor of Business and Human Resource Education at the University of Paderborn since 2000. From 2003 to 2011, he was the Dean of the Faculty of Business Administration and Economics. After completing his Habilitation in Cologne (1992), he was appointed as a C4 Professor of Business Education at Friedrich Schiller University in Jena (1992-1996) and later as a C4 Professor of Business Education as well as Director of the Institute for Business and Social Education at Ludwig Maximilian University in Munich (1996-2000). In addition, he received a professorship offer from the Chair of Business and Social Education at the University of Cologne in 2008 (which he declined), and a further offer from the Chair of Vocational and Business Education at the University of Osnabrück in 2016 (also declined). From 2014-2016, Professor Sloane was an Appointed Professor at the School of Education at the University of Leeds.

www.upb.de/sloane

Business and human resource education research is a form of social research. Its aim is to systematically and clearly reflect on pedagogical questions and problems in the professionally structured employment system. This research is experimental because studies are carried out in social fields leading to improved knowledge about how to design teaching/learning processes, how to organise and manage educational organisations and how to regulate the professional education system. The professorship's research and teaching profile includes designing complex learning environments, pilot research projects, enterprise training, (communal) education management, teacher training for vocational schools and institutional theory. The fact that business and human resource education research addresses not only current issues, but also heterogeneous issues, can be seen from the chair's research profile. In NeGeL (Redesigning Learning Processes at Vocational Colleges), which is co-sponsored by the Reinhard Mohn Foundation and Unfallkasse Nordrhein-Westfalen, the goal is to introduce new forms of teaching and learning at three East Westphalian vocational colleges. The BMBF-sponsored research project ImTransRegio (Implementation of Transfer Agencies as Regional Innovation Centres) identifies best practices in communal education management and reviews their transfer. The BMBF also funds KomBiA (Competence Balancing for Older Employees), which aims to develop, test and study processes for determining and certifying competences. The international research project MInKluWB (Mentoring-Based Inclusion in Economics Programmes in the Western Balkans) is sponsored by the DAAD and is creating a long-term, curriculum-based peer mentoring programme for new students at partner universities in the Western Balkans. Finally, the BMBF-funded Q4.0 project (Qualification of Vocational Training and Testing Staff for Vocational Training 4.0) thematises the current challenges of digitalisation in training and further education, which is becoming increasingly relevant in the wake of Industry 4.0. The wide range of research is reflected in the professorship's teaching profile. Prof. Peter F. E. Sloane and his team have designed various modules that have received several awards (see below).

Awards and Honours

Peter F. E. Sloane: First-place (WS 2016/2017) and second-place (2015/2016) Bachelor's module in "International Management with Regional Focus on China"

Juliane Fuge: Johannes Wildt Young Academics Prize for higher education research, at the 46th annual Deutsche Gesellschaft für Hochschuldidaktik conference at TH Cologne, for her dissertation "Mentoring as a higher education teaching instrument for designing the initial study phase: a comparative analysis of various mentoring forms"

Selected Publications

Sloane, P. F. E. (2017): Unbekannte Praxis – Über die Schwierigkeit einiger Forscher, die Welt zu verstehen. Editorial. In: Zeitschrift für Berufs- und Business and Human Resource Education (ZBW), H. 2, Volume 113, 2017, pp. 355-365.

Sloane, P. F. E. (2017): Getting on the Right Track: Selective and Compensatory Effects of Pathways from School to Work-side, Some German Experiences on Vocation Education and Training. In: Natale, S. M. / Libertella, A. F. (Eds.): Wealth Equity Dynamics: Economic and Education Challenges, New York 2017, pp. 67-87.

Sloane, P. F. E. (2017): 'Where no man has gone before!' – Exploring new knowledge in design-based research projects: A treatise on phenomenology in design studies, EDeR – Educational Design Research, 1(1), pp. 1-29. <http://dx.doi.org/10.15460/eder.1.1.1026>

Current Projects

IlmTransRegio (Aug. 2014 - Dec. 2017): Municipal education management, implementation of transfer agencies as regional innovation centres; sponsored by BMBF.

NeGeL (Jul 2013- June 2018): Initiating school, HR and instructional development processes at vocational colleges; sponsored by the Reinhard Mohn Foundation and Unfallkasse NRW.

MInkluWB (Mar. 2017 - Feb.2018): Initiating mentoring structures for new students in the Western Balkans; sponsored by the DAAD.

Current Cooperations

International: Prof. Dieter Euler and Prof. Bernadette Dilger, University of St. Gallen, Institute of Business Education (Switzerland) Prof. Geoff Hayward, University of Cambridge, Department of Education (United Kingdom), Beijing Institute of Technology (BIT), Tongji University Shanghai, Institute of Vocational Training (PR China).

National: Federal Ministry of Education and Research, Unfallkasse NRW, Reinhard Mohn Foundation, DAAD (external funding source); transfer agencies (nationwide); RMBK Gütersloh, LBK Lemgo, EGB Bünde, KSBK and KKBK Dortmund (project schools).

Other Responsibilities

- Programme Officer for exchange programmes in Spain (Universidad Pública de Navarra, Pamplona), China (Beijing Institute of Technology, Beijing, Tongji University, Shanghai and Xidian University), South Korea (EWha Womans University, Seoul) and Australia (University of Tasmania, Hobart)
- Department Spokesperson for the Business and Human Resource Education Department (until June 2016 and after Nov. 2017)
- Member of the Scientific Council at the Institute for Professionally-Oriented Religious Education at Eberhard Karls University, Tübingen
- Member of the Executive Committee at the Institute for Business Education at the University of St. Gallen
- (Co-)Editor of: Zeitschrift für Berufs- und Business and Human Resource Education (ZBW), Educational Design Research (EDeR), Wirtschaftspädagogisches Forum

Visiting Scholars

- University of Cambridge (Feb. 2016) and University of Oxford (Feb. and May/June 2016)
- University of St. Gallen, Institute of Business Education (Jan./Feb. 2017)
- Research Fellow (appointed) at Oxford University, Department of Education, in the SKOPE Programme (March 2017)

Modules

- Communication and Leadership
- International Management with Regional Focus on China
- Basics of Business Education
- Teaching Methodology A – Curriculum and Educational Coursework
- Teaching Methodology B – Methods of Teaching and Learning
- Asian Studies in Business and Economics (ASBE I - IV)
- Vocational Pedagogy for Business Education
- Research and Development Work
- Institutional Backgrounds of Vocational Education and Training
- Research Studies
- Business Pedagogy Colloquium
- Philosophies of Science – Theory of Science (doctoral module)



“LAW DOES NOT ONLY SET THE REGULATORY FRAMEWORK FOR THE ECONOMY. IT IS ALSO THE RESULT OF AN EVOLUTION WHICH GENERATES THAT INSTITUTE THAT MOST EFFECTIVELY PROMOTES THE WELFARE AND INTERESTS OF ITS PARTICIPANTS.”

Dieter Krimphove, Spokesperson of the Department

BUSINESS LAW

Business Law and & European
Economic Business Law
[Prof. Dr. Dieter Krimphove](#)

Business Law esp. Innovation and
Technology Law
[Prof. Dr. Stefan Müller](#)



LEFT TO RIGHT: SVEN BARTH, JULIA WITTENBERG,
MARLEEN-SOPHIE DOLGE, PROF. DIETER KRIMPHOVE,
CHRISTOPH LÜKE

BUSINESS LAW AND & EUROPEAN ECONOMIC BUSINESS LAW



**PROF. DR. JUR.
DIETER KRIMPHOVE**

Dieter Krimphove is a University Professor of European Business Law at the University of Paderborn. Following his State Examination in Law, he was the assistant to the Head of HR at Unilever/Langnese-Iglo. He then managed the Department of Commercial and Labour Law at the Academy of German Cooperatives (Schloss Montabaur) and was a Professor of Business Law at HTW Berlin. On the strength of his research and his activities in the field of European labour law and European competition law, the Commission of the European Communities awarded him a Jean Monnet Chair “ad personam.”

www.wiwi.upb.de/dep6/krimphove

The chair’s research and teaching activities focus on European economic law. In acknowledgement of the chair’s contribution to research and teaching, the Commission of the European Communities has appointed Professor Dieter Krimphove the Jean Monnet Chair “ad personam.” The chair is primarily concerned with European/German banking and capital market law, European/German labour law, and European/German competition law. Furthermore, the chair researches the application and creation of sustainable, efficient laws, particularly with the help of new institutional economics and mechanism design. The Jean Monnet Chair is part of the Jean Monnet Network, offering students numerous opportunities for independent research, and also possibilities to make contact with European institutions. The network currently cooperates with 14 partner universities of the University of Paderborn and there is also an extensive partnership with the Deutsche Bundesbank University. The chair has key visiting professorships at Danube University in Krems and the University of Strasbourg. The chair also organises the annual regulatory conference in partnership with the Deutsche Bundesbank University, Schloss Hachenburg, as well as a conference on theoretical legal issues. In addition the chair offers four-day block seminars in European capitals as well as at European organisations and institutions each semester.

Publikationen

Krimphove: A historical Overview of the Development of Legal Logic, in: Krimphove/Lentner (eds.): Law and Logic – Contemporary Issues, Duncker und Humblot Berlin, October 2017, pp. 11 – 53.

Krimphove: The Europeanization of Commercial Agency Law, in: Arroyo Amayuelas/Serrano de Nicolás (ed.): La Europeización del Derecho Privado: Cuestiones Actuales, Barcelona 2016, Marcial Pons, December 2016, pp. 129 – 141.

Krimphove: Kommentierung § 3 GWB (Mittelstandskartelle), in: Busche/Röhling (eds.), Kölner Kommentar zum Kartellrecht Vol. 1 (§§ 1 – 34a GWB), Carl Heymanns Verlag, January 2017, pp. 466 – 538.

Current Projects

Law and Logic: This project studies the creation, application and controlling of law according to logical parameters. It involves students in regular international conferences, and regularly publishes its research findings in theoretical law journals.

Applying fuzzy logic in decision-making processes: in collaboration with Business Information Systems, the chair studies the use of fuzzy logic in decision-making involving complex, value-oriented characteristics.

Commentary on the minimum banking and insurance-law requirements for business organisations: the chair provides commentary on the minimum banking and insurance-law requirements for business organisations. Over the last three years, the chair has provided commentaries on the MaComp, the MaGo and the MaRisk, published by Beck Verlag. The commentaries are primarily directed toward practitioners.

Current Cooperations

The chair partners with Deutsche Bundesbank University, Schloss Hachenburg, offering a regular exchange between lecturers and an annual compliance conference.

The chair's partnership with the University of Barcelona helps draw legal comparisons between Spanish, Catalan and German business law at the European level. Regular meetings are held with the representatives of the Law Faculty and students from both universities resulting in joint comparative law publications.

The cooperation with Danube University in Krems enables supplemental courses in European Law for both universities, and the organisation of joint conferences.

Other Responsibilities

- Department spokesperson for the Law Department
- Member of the Scientific Council at the Franco-German University
- Member of the Scientific Council for the "International Construction Law" course of studies at the University of Vienna
- Consultant Expert in "Regulatory Technical Standards for Key Information Documents for Packaged Retail and Insurance-based Investment Products" for the European Supervisory Authority for the insurance industry and company pension schemes (EIOPA)
- Visiting Professor at Université de Strasbourg (Law Faculty) and Danube University Krems
- Liaison Lecturer for the Konrad Adenauer Foundation
- Member of the Administrative Board for SOS-Kinderdorf
- Member of the Cartel Law working group at the Federal Cartel Office
- Member of the Europäische Integration e.V. working group
- Member of the African-German Forum for Economics and Science/Forum germano africain pour l'économie et la science e.V.
- Member of the publishers' committee for the legal trade journal Ediciones Olejnik; Buenos Aires - Bogotá - Lima - México - Santiago
- Co-editor of the Baltic Journal of European Studies – The Journal of Tallinn University of Technology, De Gruyter
- Academic consultant for the transatlantic think tank European Horizons

Awards and Honours

- Award from the University of Münster for the best doctoral project in the Faculty of Law in 1991
- Honorary professorship awarded by Danube University in Krems Granting of the Jean Monnet Chair "ad personam" by the European Commission

Visiting Scholars

- Visiting professor at Danube University in Krems
- Visiting professor at Université de Strasbourg
- Regular guest lecturer at Deutsche Rechtsschule in Warsaw

Modules

- Banking Law
- International Business Law
- European/International Law
- Labour Law/ European Labour Law
- European Law
- Reasoning and Thinking

BUSINESS LAW ESP. INNOVATION AND TECHNOLOGY LAW

The chair's research and teaching primarily specialise in innovation law and technology law; two continually evolving legal fields that have emerged from interdisciplinary areas between economics, engineering and legal studies. Innovation law looks at managing innovations through and in law, including protection status and design of protection for (technical, creative/artistic, company-related, but also social) innovations, marketing innovations in competition, individual and collective responsibility for innovations, and the concrete, infrastructure-related and human-centred preconditions for creating innovations. In the area of technology law, the focus is on managing individual technologies and/or general technology events using legal and regulatory instruments. The overarching questions of innovation and technology law at the heart of the research activities include developing consumer-focused but also company-law-based technology law, particularly on developments in the context of "Industry 4.0," as well as the challenges that the demographic change poses for private and commercial law. In addition to innovation and technology law, the chair also – in keeping with the University of Paderborn's self-image as a university within the information society – focuses on company start-up law, particularly with regard to IT-based companies and activities. In the future there will be a departmental and university-wide didactical focus on competence-based legal instruction for students in non-law degree programmes.



**PROF. DR.
STEFAN MÜLLER**

Stefan Müller has held the Chair of Business Law especially Innovation and Technology Law since May 2014. After studying law in Trier, Lausanne and Freiburg i. Br., he completed the first State Law Examination in Freiburg in 1998. After his legal traineeship in Freiburg and Berlin, he completed the second State Law Examination in Stuttgart in 2000. From 2001 to 2008, he worked as a research assistant at the Institute of Economics and Commercial Law at TU Berlin, receiving his doctorate in law from the University of Potsdam in 2006 with a dissertation on liability law. From 2008 to 2014, he was a Junior Professor of Civil and Commercial Law (with a focus on modern technologies) at TU Berlin.

<http://go.upb.de/wirtschaftsrecht>



LEFT TO RIGHT: THOMAS JANICKI, JULIA WITTENBERG,

EVA-MARIA WICKER, CHRISTOPHER PIETSCH,

PROF. STEFAN MÜLLER

Selected Publications

Müller, S. (2017): Schranken des Urheberrechts, Chapter 4 in: Ensthaler, J./Weidert, S. (ed.): Handbuch Urheberrecht and Internet, 3rd edition, Deutscher Fachverlag, Frankfurt/M., pp. 219-278.

Müller, S. and/or Müller, S./Janicki, T./Wicker, E. (2017): Innovationswettbewerbe im Internet, in: Zeitschrift zum Innovations- und Technikrecht (InTeR), Vol. 5, two-part article in Issue 3, pp. 129-134, and in Issue 4, pp. 183-192.

Kornblum, U./Schünemann, W./Müller, S. (2016): Privatrecht für den Bachelor, 13th edition, Verlag C.F. Müller, Heidelberg.

Aktuelle Kooperation

Open Darkness – The Dark Side of Innovation

AiF-sponsored project with cooperative industrial research between the University of Potsdam (Business Information Systems), RWTH Aachen University (Technology and Innovation Management) and the University of Paderborn (Business Law) from 2015 to 2017: The goal of the project is to use peer-reviewed research literature on deriving evaluation criteria, based on a method for recording and analysing advantages and disadvantages as well as evaluating qualitative surveys of more than 250 company decision-makers, to develop the functional denominator of a software-based self-analysis tool that SMEs in particular can use to assess the opportunities and risks of open innovation processes in “their” enterprises as precisely as possible.

Other Responsibilities

- Member of the Examination Board for Business Administration and Economics as well as for the interim examination for Bachelor/Master of Education in Business and Economics
- Member of the Joint Examination Board for Industrial Engineering (for the Faculty of Business Administration and Economics)
- Member of the Library Committee
- Member of the Committee for Quality Improvement Funds in the Faculty of Business Administration and Economics
- Member of the Advisory Board for the association 3DDruck e.V. (2016-2017)
- Co-editor of Zeitschrift zum Innovations- und Technikrecht (InTeR)

Modules

- Startup and IT Law I and II
- Basics of Labour Law I and II
- Private Commercial Law (part of the module on Basics of BA B and Private Commercial Law)
- Technology and Innovation Law I and II
- Compliance in Business

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