

Forschungsbericht – 2016 Research Report (English)

Summary

Karlsruhe International University has 15 full-time/associated professors, four honorary professors, one senior lecturer and other part-time associated lecturers. Their output in 2016 was 6 peer reviewed journal papers, 5 authored books, 30 book chapters, 2 edited journal special issues, 3 doctoral theses, 3 edited books and 14 conference papers (see Appendix 1).

A report by the Fraunhofer Institute for Systems and Innovation Research ISI that looked at an overview of bibliometric indicators¹ for Germany compared with 22 countries and the EU for the period 2004-2014 found that the average citation rates of journals of articles published by researchers in Germany is 5 as of 2012². The publication output per full-time equivalent (FTE) researcher at universities of applied sciences was 0.05 papers and citations per FTE for universities of applied sciences of about 0.1.³ Our total FTE Professors are 12 and their average journal output was: 0.4 papers, 8x higher than the average output of the universities of applied sciences in Germany. In terms of citations, it is at the maximum limit calculated at more than 5 compared to an average of 0.1 using the available H index of two professors.

For the year 2016, looking at the output of our 15-associated professorial/senior lecturer staff, we produced on an average 0.4 journal papers, 0.9 conference papers, 0.3 books, 0.2 thesis and 2 book chapters or an average research output of 4 publications per person. This is a very high output indeed considering our key focus is teaching and the incentives and resources available for research is very limited.

There have been other excellent achievements at a University level. Björn Bohnenkamp was successfully awarded his second doctorate degree and both Diana Festl-Pell and Anthony Teitler successfully defended their Phd thesis. Henk van Elst successfully produced 20 statistics videos each in English and German that can be used for research for our students and the wider community. Martin Zierold became a Visiting Adjunct Professor for Organizational Theory and Change Management at the Institute for Media and Arts Management, University of Theatre and Music, Hamburg (2016-2017). Our faculty are members and active contributors to several research organizations, journals and associations.

Grants and Foundations are important measures of academic standing. We have four grants ongoing/just completed in 2016 – two by F. Javier Montiel (one EU grant and the other funded by German Federal Ministry of the Interior) and two by Melodena Stephens Balakrishnan (one completed – both UAE National Research Foundation Grants). Stephan Jansen is the head of the research center “Center for Philanthropy & Civil Society” which focuses on Impact Teaching, Impact Research and Collaboration (more in Appendix 3). The Siemens Stiftung & Civil Society Center sponsored the publication of a book by Stephan Jansen.

Research Impact can be calculated in many ways: academic impact and dissemination of their findings, the dissemination of grant findings and community impact through sharing of the research through media, teaching, consultancy and courses (see Appendix 3).

Academic Impact is looked at from the reputation of journals, editors of special journal issues, publishers, citations and key note addresses. Based on Google Citations, Wendelin has a H-Index of 24, Melodena’s H-Index is 7. Some examples of impact can be found in citation numbers – for example the article “Strategic Branding of Destinations: A framework” has been cited 202 times since 2009; “Emotionen in Organisationen” has been cited 113 times. In terms of 2016 impact – for example some of the journals in which our faculty have published are ranked very high – for example: Journal of Consumer Culture is ranked 2.816.

¹ The analysis covers "articles", "letters", "notes" and "re-views" for journal papers

² Gruber, S., Frietsch, R. and Neuhäusler, P. (2016), Performance and Structures of the German Science System 2015, Available: http://www.e-fi.de/fileadmin/Innovationsstudien_2016/StuDIS_05_2016.pdf

³ Ibid. The highest largest publication output per full-time equivalent (FTE) researcher is achieved by Max Planck where each researcher – on average – publishes 0.7 papers per year; at a German university about 0.4 papers per year, at Helmholtz it is about 0.25 papers, in Fraunhofer (0.10 papers). In terms of citations, Max Planck also receives the most citations per FTE – almost 6 citations per researcher. Researchers from the Leibniz Association receive 2.5 citations and from universities about 2 citations. Helmholtz reaches a value of 1.5, Fraunhofer of about 0.25.

André Reichel and Stephan Sonnenburg are editing special journal issues. Publishers for books are all internationally reputed – Springer (Germany), Routledge (UK) and Emerald Group Publishing (UK). Anthony Teitler was an organizer of an international conference in 2016 (Ideas and Transformation in the Americas, London). Melodena Stephens Balakrishnan is the Founder and President of the Academy of International Business – Middle East North Africa Chapter (UAE) [more about: <https://aib.uowdubai.ac.ae/about/>].

Our faculty attended several conferences, presenting 14 papers and giving in addition 25 keynotes/talks. Patricia Girrbaich won the best presentation award at the 8th International Scientific Conference Management of Technology – Step to Sustainable Production in Porec, Croatia. In addition to this, faculty organized panels, acted as discussants and were reviewers for conferences. Several research workshops were organized (1) Re-imagining and Re-organizing Economic Action for Degrowth (Anaheim, USA), (2) Creativity Unlimited: Thinking Outside or Inside the Box (Utrecht), and (3) Journal of International Business Studies Paper Development Workshops – JIBS is an A+ journal with a 2015 Impact Factor: 3.620* -Thomson Reuters (Dubai, UAE).

Community impact can be calculated looking at the wider dissemination of research in popular press. There were 3 press interviews (André Reichel, Stephan Sonnenburg and Stephan Jansen). Martin Zierold, André Reichel and Melodena S. Balakrishnan are regular Blog writers. We had 14 articles published in magazines written by Stephan Jansen, Dirk Wagner and Melodena Stephens Balakrishnan. We had significant media coverage in Germany through interview and press coverage of research activities in the UAE. In addition to this, there were over 12 research blog articles. More details on each of our Faculty is presented in Appendix 4.

Karlshochschule is dedicated to facilitating student research. In 2016, our Bachelor and Masters students completed 160 theses under supervision from the professors (131 Bachelor theses and 29 Masters theses). Four professors worked with 7 PhD candidates in primary supervisory role. At the Masters level, six professors worked in mentoring students to successfully complete 21 Thesis. At the Bachelors level, 12 FTE Professors worked with our students to help them complete 105 theses (see Appendix 5). To facilitate research – we have four professors, Desmond Wee, Björn Bohnenkamp, Andreas Müller, and Henk van Elst dedicated to teaching Scientific Methods, and Henk van Elst has produced 20 statistics videos in English and German. In addition, Andreas Müller arranged a refresher course of Scientific Methods during Bridging Week for the 5th semester students returning from their semester abroad. Andreas Müller organizes on a regular basis Research – Recap of Methods. In early 2017, he organized Glimpses of Research where several professors presented their research to students. While traditionally we have not had a high conversion from student research this is a key focus area going forwards and perhaps the Karl's Magazine will be one avenue of dissemination.

Forschungsbericht 2016 (German)

Zusammenfassung

Die Karlsruhochschule International University verfügt über 15 Vollzeit-/ assoziierte Professoren, vier Honorarprofessoren, einen Dozenten und weitere teilzeitbeschäftigte Lehrbeauftragte. Ihre Veröffentlichungen im Jahr 2016 umfassten sechs Peer-Review-Zeitschriftenartikel, fünf verfasste Bücher, 30 Buchkapitel, zwei bearbeitete Zeitschriften-Sonderausgaben, drei Doktorarbeiten, drei bearbeitete Bücher und 14 Tagungsbeiträge (siehe Anhang 1).

Ein Bericht des Fraunhofer-Instituts für System- und Innovationsforschung (ISI), der einen Überblick über bibliometrische Indikatoren⁴ für Deutschland im Vergleich zu 22 Ländern sowie der EU für den Zeitraum von 2004 bis 2014 gibt, zeigt auf, dass die durchschnittlichen Zitierungsraten von Zeitschriften von Artikeln, die von Wissenschaftlern in Deutschland veröffentlicht wurden, fünf ab dem Jahr 2012 ausmachen⁵. Die Publikationsleistung pro Vollzeitäquivalent (VZÄ) der Wissenschaftler an Fachhochschulen betrug dabei für Veröffentlichungen 0,05 und für Zitate 0,1.⁶ An unserer Hochschule gibt es 12 VZÄ-Professoren, deren durchschnittliche Journal-Herausgaben 0,4 Veröffentlichungen ausmachen, also achtmal höher ist, als die durchschnittliche Leistung der Fachhochschulen in Deutschland. In Bezug auf Zitierungen ist die Höchstgrenze erreicht. Diese wurde mit mehr als fünf im Vergleich zu einem Durchschnitt von 0,1 unter Verwendung des verfügbaren H-Index von zwei Professoren berechnet.

Im Jahr 2016 veröffentlichten unsere 15 assoziierten Professoren/ Lehrbeauftragte im Durchschnitt 0,4 Zeitschriftenartikel, 0,9 Konferenzbeiträge, 0,3 Bücher, 0,2 Dissertationen und 2 Buchkapitel. Dies macht eine durchschnittliche Forschungsleistung von 4 Publikationen pro Person aus. Unter der Berücksichtigung, dass unser Schwerpunkt die Lehre ist und die Anreize und Ressourcen für die Forschung sehr begrenzt sind, ist dies eine herausragende Leistung.

Darüber hinaus gab es auf Universitätsebene weitere hervorragende Leistungen. Björn Bohnenkamp erhielt erfolgreich seinen zweiten Dokortitel und sowohl Diana Festl-Pell, als auch Anthony Teitler verteidigten erfolgreich ihre Doktorarbeit. Henk van Elst hat erfolgreich 20 Statistikvideos in Englisch und Deutsch produziert, die sowohl von unseren Studierenden, als auch von der Allgemeinheit für die Forschung genutzt werden können. Martin Zierold wurde Gastprofessor für Organisationstheorie und Change Management am Institut für Medien- und Kunstmanagement der Universität für Theater und Musik in Hamburg (2016-2017). Unsere Fakultät ist zudem durch die Mitgliedschaft und aktive Mitarbeit an mehreren Forschungseinrichtungen, Zeitschriften und Verbänden geprägt.

Zuschüsse und Stiftungen sind wichtige Maßnahmen akademischer Leistungen. Wir haben vier Zuschüsse im Jahr 2016 erhalten - zwei durch F. Javier Montiel (ein EU-Zuschuss und eine Förderung des Bundesinnenministeriums) sowie zwei durch Melodena Stephens Balakrishnan (beides UAE National Research Foundation-Zuschüsse – davon eine Förderung abgeschlossen).

Stephan A. Jansen leitet das Forschungszentrum "Center for Philanthropy & Civil Society", das sich auf Impact Teaching, Impact Research and Collaboration konzentriert (mehr in Anhang 3). Die Siemens Stiftung und das Civil Society Center sponserten die Veröffentlichung eines Buches von Stephan A. Jansen.

Forschungswirkung kann in vielerlei Hinsicht berechnet werden. Einerseits durch die akademischen Auswirkungen und die Verbreitung der Ergebnisse, und andererseits durch die Verbreitung von Zuschussfinanzierungen sowie der gemeinschaftsweiten Bedeutung durch den Austausch der Forschungsergebnisse via Medien, Lehre, Beratung und Kurse (siehe Anhang 3).

Akademische Auswirkungen werden betrachtet, indem die Reputation von Zeitschriften, die Herausgeber von speziellen wissenschaftlichen Zeitschriften, Verlage, Zitierungen und Key-Note-Adressen herangezogen werden. Basierend auf Google-Zitierungen hat Wendelin Küpers einen H-Index von 24, Melodena Stephens Balakrishnan einen H-Index von 7. Einige Beispiele von Auswirkungen spiegeln sich in den Zahlen der

⁴ Die Analyse umfasst "Artikel", "Briefe", "Notes" und "Re-Views" für Zeitschriftenpapiere.

⁵ Gruber, S., Frietsch, R. and Neuhäusler, P. (2016). Performance and Structures of the German Science System 2015. [Online-article, available at: http://www.e-fi.de/fileadmin/Innovationsstudien_2016/StuDIS_05_2016.pdf].

⁶ Ibid. Die höchstmögliche Publikationsleistung pro Vollzeitäquivalent (VZÄ) der Wissenschaftler erreicht das Max-Planck-Institut, an dem jeder Wissenschaftler im Durchschnitt 0,7 Veröffentlichungen pro Jahr publiziert; An einer deutschen Universität ca. 0,4 Veröffentlichungen pro Jahr, bei Helmholtz sind es etwa 0,25 Veröffentlichungen, im Fraunhofer 0.10 Veröffentlichungen. In Bezug auf Zitierungen erhält Max-Planck ebenfalls die meisten Zitierungen pro VZÄ - fast 6 Zitierungen pro Forscher. Forscher der Leibniz-Vereinigung erhalten 2,5 Zitierungen und aus Universitäten etwa 2 Zitierungen. Helmholtz erreicht einen Wert von 1,5, Fraunhofer von ca. 0,25.

Zitierungen wider. Ein Beispiel ist der Artikel "Strategic Branding of Destinations: A framework", der seit 2009 202 Mal zitiert wurde; der Artikel "Emotionen in Organisationen" wurde 113 Mal zitiert. In diesem Zusammenhang sind auch die hoch eingestuftten Zeitschriften und Magazine zu erwähnen, in denen unsere Fakultät Artikel veröffentlicht. In Bezug auf 2016 ist beispielsweise das Journal of Consumer Culture zu nennen, welches Platz 2.816 einnahm. André Reichel und Stephan Sonnenburg bearbeiten Sonderausgaben. Die Buchverlage sind hierbei alle international bekannt, wie zum Beispiel Springer (Deutschland), Routledge (UK) und Emerald Group Publishing (UK). Anthony Teitler war Veranstalter einer internationalen Konferenz im Jahr 2016 („Ideas and Transformation in the Americas“, London). Melodena Stephens Balakrishnan ist die Gründerin und Präsidentin der Academy of International Business – Middle East North Africa Chapter (UAE) [mehr über: <https://aib.uowdubai.ac.ae/about/>].

Unsere Fakultät besuchte mehrere Konferenzen, präsentierte 14 Beiträge und gab zusätzlich 25 Keynotes/Vorträge. Patricia Girrbach gewann den besten Vortrag auf der 8. International Scientific Conference Management of Technology - Step to Sustainable Production in Porec, Kroatien. Darüber hinaus organisierte die Fakultät Gremien, fungierte als Diskussionsteilnehmer und war Gutachter für Konferenzen. Mehrere Forschungsworkshops wurden organisiert (1) Re-imagining und Re-organizing Economic Action for Degrowth (Anaheim, USA), (2) Creativity Unlimited: Thinking Outside or Inside the Box (Utrecht) und (3) Journal of International Business Studies Paper Development Workshops – JIBS ist ein A+ Journal mit einem Impact Factor von 3.620 im Jahr 2015 (Thomson Reuters, Dubai, UAE).

Die gemeinschaftsweite Bedeutung kann anhand der Verbreitung der Forschung in der populären Presse berechnet werden. Es gab drei Pressekonferenzen (André Reichel, Stephan Sonnenburg und Stephan A. Jansen) und Martin Zierold, André Reichel sowie Melodena S. Balakrishnan sind regelmäßige Blog-Autoren. Weiterhin wurden 14 Artikel in Zeitschriften veröffentlicht, die von Stephan A. Jansen, Dirk Wagner und Melodena Stephens Balakrishnan geschrieben wurden. Durch Interviews und Presseberichterstattung der Forschungsaktivitäten in den VAE war zudem eine bedeutende Medienberichterstattung in Deutschland möglich. Darüber hinaus gab es über 12 Research-Blog-Artikel. Weitere Einzelheiten zu jeder unserer Fakultäten finden Sie im Anhang 4.

Darüber hinaus engagiert sich die Karlshochschule, studentische Forschung zu erleichtern. Im Jahr 2016 verfassten unsere Bachelor- und Masterstudierende 160 Arbeiten unter Aufsicht der Professoren (131 Bachelorarbeiten und 29 Masterarbeiten). Zudem hatten vier Professoren die primäre Aufsichtsfunktion für sieben Doktoranden inne. Auf der Master-Ebene begleiteten sechs Professoren Studierende, um erfolgreich 21 Arbeiten zu absolvieren. Auf der Bachelor-Ebene arbeiteten 12 VZÄ-Professoren mit unseren Studierenden zusammen, um 105 Arbeiten abzuschließen (siehe Anhang 5).

Um die Forschung zu erleichtern, widmen sich vier Professoren, Desmond Wee, Björn Bohnenkamp, Andreas Müller und Henk van Elst, dem Unterricht von wissenschaftlichen Methoden. Im Rahmen dessen hat Henk van Elst 20 Statistikvideos in Englisch und Deutsch produziert und Andreas Müller während der Brückenwoche einen Auffrischkurs der wissenschaftlichen Methoden veranstaltet, der an die Studierenden aus dem fünften Semester, die aus ihrem Auslandssemester zurückkehrten, gerichtet war. Außerdem organisiert Andreas Müller regelmäßige Veranstaltungen zur Wiederholung von Forschungsmethoden. Anfang 2017 organisierte er zudem „Glimpses of Research“, bei dem mehrere Professoren ihre Recherchetätigkeiten den Studierenden vorstellten. Während traditionell eher wenige studentische Forschungsergebnisse erbracht werden, gilt es diesen Schwerpunktbereich auszubauen. Hierbei wird möglicherweise das „Karl's Magazine“ ein Ansatz zur vermehrten Verbreitung von Forschungsergebnissen sein.

Anhang 1: Forschungspublikationen

Zeitschriftenartikel

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Herausgeber von Sonderausgaben

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Bücher

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- Jansen, S. A.** (2016). *Mergers & Acquisitions: Unternehmensakquisition und -kooperation – Eine strategische, organisatorische und kapitalmarkttheoretische Einführung*. Wiesbaden: SpringerGabler.
More: <http://www.springer.com/de/book/9783834998279>
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- Pfister, T., Schweighofer, M., and **Reichel, A.** (2016). *Sustainability. Key Ideas*. London: Routledge.
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Buchkapitel

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Herausgeber von Büchern

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- Braedel-Kühner, C. and **Müller, A.P.** (eds.) (2016). Re-thinking Diversity. Multiple Approaches in Theory, Media, Communities, and Managerial Practice. Berlin/Boston: Springer VS.
(more about this in Appendix 4).

Dissertationen/ Habilitationsschriften

- Bohnenkamp, B.** (2016). PhD degree (Dr. rer. pol.) Trash. Annäherungen an ein Medienkonsumphänomen. Westfälische Wilhelms-Universität Münster.
- Festl-Pell, D.B.** (2016). PhD degree. Essays on Banking, Governance and Sustainability. University of Zurich.
- Teitler, A.** (2016). PhD degree. US policy towards Afghanistan, 1979-2014: a case study of constructivism in international relations, UCL, London.

Veröffentlichungen im Rahmen wissenschaftlicher Konferenzen

- Balakrishnan, M. S.**, Hamzaoui Essoussi, L., Papadopoulos, N., Richter, U. and Balasubramanian, S. (2016): Using Brand Fit to Manage the Complexity of Place in Brand Architecture. AIBMENA JIBS Paper Development Workshop, Dubai, UAE, August 31-September 1.
Website: <https://aib.uowdubai.ac.ae/conference/aib-mena-2016-conference/>
- Balakrishnan, M. S.**, Hamzaoui Essoussi, L. and Papadopoulos, N. (2016): Brand Origin, Brand Fit, and the Dynamics of Brand Architecture: An Integrative Cross-Disciplinary Review. Academy of International Business Annual Conference, June 27-30, New Orleans, USA. Double Blind Peer Review: http://documents.aib.msu.edu/events/2016/AIB_2016_Call_for_Papers_Brochure.pdf
- Balakrishnan, M. S.** and Moonesar, I.A. (2016): Sovereign Wealth Funds: Enabling the Global Factory. Academy of International Business Annual Conference, June 27-30, New Orleans, USA. Double Blind Peer Review: http://documents.aib.msu.edu/events/2016/AIB_2016_Call_for_Papers_Brochure.pdf
- Girrbach, P.** (2016): How can companies increase their value by an eco-friendly production? Presentation for the 8th International Scientific Conference Theme: Management of Technology – Step to Sustainable Production. 1-3 June. Porec, Croatia.
Website: <http://motsp2016.org/index.php>.
- Khurshid, S., **Balakrishnan, M. S.** and Lindsay, V. (2016): The Role of International Network Ties in the growth of Social Enterprises. AIBMENA JIBS Paper Development Workshop, Dubai, UAE, August 31-September 1.
Website: <https://aib.uowdubai.ac.ae/conference/aib-mena-2016-conference/>
- Khurshid, S., Lindsay, V and **Balakrishnan, M. S.** (2016): The Role of Strong and Weak Network Ties and Culture in the Growth of Social Enterprises. 5th Asian Management Research and Case Conference (AMRC), January 16-18, Dubai, UAE. Reviewed papers: <https://www.uowdubai.ac.ae/amrc>
- Küpers, W.** (2016) (with D. Rooney, D. Pauleen, & Todarello, E.): The Role of Time and temporality in wisdom development for organisations. Paper for presentation at ABEN (Australian Business Ethics Network) Conference, December 5th and 6th Griffith University, Southbank Campus, Brisbane, Queensland.
- Küpers, W.** (2016): Integrating Sustainable Development and Practical Wisdom as Practices of Organising. ANZAM Conference, 6-9. 12. 2016, Brisbane.
- Küpers, W.** (2016): Embodied Aesth-Ethics for Developing Practical Wisdom in Management Education/Learning. Paper for presentation EURAM-Conference, 1-4. 06. 2016, Paris.

- Küpers, W.** (2016) (with J. Deeg): Processing paradoxes through chiasmic organizing. Eighth International Symposium on Process Organization Studies Theme: Dualities, dialectics and paradoxes in organizational life, 16-18 June 2016, Corfu, Greece.
- Küpers, W.** (2016): Art of Embodied Inter-Placing and de-touring in 'hetero-touropia'. Paper for "Art of Management & Organization Conference" (AoMO), 'Empowering the intangible: exploring, feeling and expressing through the arts', Stream: 'Art, Space and the Body', at EDC-Bled School of Management (Slovenia), 2016.
- Sonnenburg, S.** (2016): Moments to Despair in the Co-Creative Process. XXVII ISPIM Innovation Conference, Porto, 19.-22.06.2016.
- Wee, D.** (2016): Mediating spaces of tourism in the German Village of South Korea. ITAM Conference, Helsingborg, Lund University, Sweden.
- Wee, D.** (2016): Museum of the Tourist: Reproducing national artefacts. EATSA Conference, Lisbon, Perniche and Coimbra, Portugal.

Anhang 2: Zuschüsse

CONNECT 2.0

Montiel, F. J. CONNECT 2.0 - Intercultural Learning Network 4 Europe (<http://weconnecteurope.eu/>). Second year. Three-years-project granted by the Erasmus+-Programme of the European Union.

About the Grant: EU-funded project (Erasmus +) in teaching and research: Strategic partnership in the fields of youth and higher education, with a term of three years since September 2015. Ten partners from seven European countries and InterCultur GmbH as project coordinator. Overall grant of 427,000 EUR, including about 26,000 EUR directly grant for Karlsruhochschule.

Partners are: InterCultur gemeinnützige GmbH, Deutschland; AFS Interkulturelle Begegnungen e.V. , Deutschland; Haaga-Helia Ammattikorkeakoulu, Finnland; Friedrich-Schiller-Universität Jena , Deutschland; Karlsruhochschule gemeinnützige GmbH, Deutschland; University of Limerick, Irland; Fundação Fernando Pessoa-UFPA, Portugal; Uniwersytet Im. Adama Mickiewicza W Poznaniu, Polen; Università' degli Studi di Urbino Carlo Bo, Italien; Universitat de Vic – Universitat Central de Catalunya, Spanien

Against the backdrop of the rapidly growing internationalization of European higher education, intercultural competence nowadays is an indispensable ability to successfully complete a study programme. Higher education institutions have to ensure that students achieve relevant and reflected learning results during their foreign semesters more than ever. This is the starting point of Connect 2.0: the consortium is developing an innovative intercultural learning scenario for Erasmus + participants that offers an optimal learner experience through the interweaving of face-to-face and online learning units.

The learning scenario consists of three main components:

- (1) A teaching program that enables a sustainable, reflexive and personal intercultural learning experience consisting of:
 - a) Face-to-face workshops and seminars at the home university (preparation and reflection / post-processing)
 - b) An eLearning platform with a wide range of self-learning modules on topics related to interculturality and diversity, which can be taken both before and during the stay abroad.
- (2) An "Experience Map" where students document their experiences in the form of reports, videos, links, etc. during their stay abroad. This portfolio is expanded by every generation of students, with the aim of generating and updating a comprehensive and clear knowledge stock of European cultures countries, cities and universities. The "Experience Map" also enables the networking of experienced students with the new generations who prepare their departure.
- (3) A program for "advisors" and mentors that qualifies university staff and student returnees to implement the developed curriculum as well as to offer support to the departing students as advisors. In this context, the project establishes connections between the universities, the alumni communities and youth work organizations.

The results of the project will be documented and evaluated not only from the perspective of quality assurance but also with regard to the publication of a series of research reports, articles and papers i.a. on the development of intercultural competence with especial attention to the university context and the role of foreign stays.

Team at Karlsruhochschule: Dr. Jutta Walz and Prof. Dr. Francisco Javier Montiel Alafont

SPIEL MIT! SOCIAL PARTICIPATION AND INTERCULTURAL EXPERIENCES – LIVELY INTERACTION IN THURINGIA

Montiel, F. J. Spiel Mit! two-years project (Nov. 2016 – Oct. 2018) funded by the German Federal Ministry of the Interior and commissioned by the Federal Agency for Civic Education (Bundeszentrale für politische Bildung) in the frame of the program “Social Cohesion through Participation” (Zusammenhalt durch Teilhabe).

About the Grant: SPIEL MIT is a two-years project (Nov. 2016 – Oct. 2018) funded by the German Federal Ministry of the Interior and commissioned by the Federal Agency for Civic Education (Bundeszentrale für politische Bildung) in the frame of the program “Social Cohesion through Participation” (Zusammenhalt durch Teilhabe). Total value of the project around 300,000 EUR, out of it direct grant to Karlsruhochschule ca. 62,500 EUR.

The project's main goal is to increase the intercultural opening of sport clubs belonging to the Thuringian Sport Federation (Landessportbund Thüringen) and to support them in implementing this opening as a long-term strategy. To reach this goal four interlinked working packages will be cooperatively carried out by the Karlshochschule International University, the Hochschule Karlsruhe für Technik und Wirtschaft, the Office for Intercultural Opening of AWO regional chapter Jena-Weimar (Coordinator) as well as the Thuringian Sport Federation.

The project will start analyzing the status quo regarding intercultural openness of Thuringia's sport clubs (current situation, activities, and competences, outcomes and needs) is analyzed. Then further qualitative in-depth research will focus on four previously selected sport clubs and based on the acquired knowledge a consulting support system to increase intercultural competence and openness in sport clubs will be established. The project partners will assist the four selected sport clubs in the implementation of integration measures to stimulate intercultural learning and understanding among their members and to remove access barriers for people with a migration background to the existing sport activities. Based on both the status quo and the in-depth analysis these measures will be designed. After a year and a half cooperating with the focused clubs, success factors and necessary structures will be identified within the scope of a third analysis. Furthermore, the obtained information will be used to develop a good practice guide that can be applied by other sport clubs.

The main expected outcome is a greater awareness among clubs regarding the social participation of people with a migration background in the field of sport. Nevertheless, the consulting system as well as the predictable arising of network structures with other organizations in the social area of the focused sport clubs will ensure the sustainability of the project.

Team at Karlshochschule: Helena Faust, M.A. and Prof. Dr. Francisco Javier Montiel Alafont.

HOW CAN THE SCALABILITY OF START-UP FIRMS ENGAGED IN SOCIAL ENTREPRENEURSHIP BE INCREASED?

AED 1,60,000 Lindsay, L., **Balakrishnan, M.S.** & Gupta, V with industry partner Wamda: UAE National Research Foundation University-Industry Research Collaboration Award (U-IRCA 2013-14; extension till 2016) competition Grant with Wanda, UAE. "How can the Scalability of Start-up Firms Engaged in Social Entrepreneurship be Increased?"

About the grant: This grant is based in the UAE and managed from there. It was completed in November 2016 with the production of a case book on social entrepreneurs. Social entrepreneurship is playing an increasing role in the development and growth of economies, as governments find it harder to bear the burden of national social and economic development; this has become particularly important since the recent global economic recession (ILO, 2011; Dalberg Report, 2011:13; Iqbal and Urataand, 2001; GEMS Social Entrepreneurship Monitor 2009). According to Light (2006, p. 17-18), social entrepreneurship can be developed by an "entrepreneur (who) is an individual, group, network, organization, or alliance of organizations that seek large-scale change through pattern-breaking ideas about how governments, nonprofits, and businesses can address significant social processes."

The MENA region increasingly attracts socially-oriented business investment funds to support social entrepreneurship within the business community (e.g. Ashoka, Skoll World Foundation). However, there is relatively known about social entrepreneurs in this region, and the factors that may influence investment into this increasingly important area of entrepreneurship. The focus of this research project is social entrepreneurship in the UAE and wider MENA region.

Research Objectives

The high-level objective of this project is to provide much needed information on social entrepreneurship in the UAE and wider region. This may assist government, businesses and investors in their decision-making relating to support for social entrepreneurship and understanding of the benefits that can accrue.

Specifically, the aims of the project are:

- To explore social entrepreneurship in the UAE and wider MENA region by investigating how social entrepreneurs are characterised, what factors stimulate start-up firms to contribute to social entrepreneurship, and how these firms develop scale in their social entrepreneurship initiatives over time.
- To develop and test a social entrepreneurship typology that recognises the stages and scale of development of social entrepreneurship, in order that support for entrepreneurial firms to engage in social entrepreneurship may be better targeted.
- To work collaboratively with the industry partner (WAMDA) to build knowledge of social entrepreneurship in the UAE and wider MENA region. This partnership will enable access to social

entrepreneurs and entrepreneurial firms, and to relevant knowledge and experience of this organisation in this domain.

Collaborators: University of Wollongong in Dubai; California State University, San Bernardino; WAMDA, UAE and the The Khalifa Fund for Enterprise Development.

Research output: One Edited book of cases, one social entrepreneurship workshop, three panels at three conference (Cairo, Dubai and Abu Dhabi), one book launch with media coverage, three conference papers, one journal paper in review and several others in the pipeline. Collaboration with various partners and industry, NGO, IGO and government sector,

OPTIMIZING NATION-CITY-CORPORATE-PRODUCT BRAND FIT FOR THE UAE: EFFECTS OF CONSUMER FAMILIARITY, PERCEIVED COUNTRY VALUES, AND PRODUCT ORIGIN ON BUYER BEHAVIOUR

AED 175,000: **Balakrishnan, M.S.**, Michael, I., Papadopoulos, N., Hamzaoui-Essoussi, L., Mavondo, F., Richter, U. and Joseph, T. (2014). Optimizing Nation-City-Corporate-Product Brand Fit for the UAE: Effects of Consumer Familiarity, Perceived Country Values, and Product Origin on Buyer Behaviour. GRANT NAME UAE National Research Foundation University-Industry Research Collaboration Award (U-IRCA 2014-15, extension till 2017).

About the grant: This grant is based in the UAE. The study uses the theoretical underpinnings contributed by previous studies of the team and builds on one previous UOWD-UOW research grant and two Zayed University Research Incentive Funds (RIF) grants, focusing on investigating place brand architecture and the UAE nation brand. This is an interdisciplinary study using theory from international business, strategic marketing, consumer behavior, brand architecture, communication studies, place and tourism research. Our study will use a variety of methods to achieve its objectives. We have a team of experts in their various fields to ensure we do test scientific theory and its practical implications on a multidimensional platform.

Specifically, the aims of the project are:

- To understand the Country-of-Origin (COO) effect of the UAE, and how it impacts UAE brands in the global arena.
- To investigate if the COO concept is separable from regional origin effects (such as the MENA and GCC effects), and furthermore how these extended perceptions impact on the UAE Nation perception.
- To identify the various ways consumers of UAE brands, identify COO and nation brand values, and by this to determine the fit between the nation, city, corporate, and product brands and the reasons, if any, for brand origin confusion.
- To posit a relationship on how consumer familiarity with Nation Brand values impacts buyer behaviour and hence be able to suggest strategies at the corporate and nation brand architecture levels to help enhance consumer acceptance and reduce consumer confusion.

Collaborators: This is a small-scale research project, a collaborative effort between UAE universities and other international Universities with strong research capability. The team of researchers represents both private and public universities from UAE (The University of Wollongong in Dubai and Zayed University), Canada (Carleton University and University of Ottawa), Australia (Monash University), China (Nottingham University Business School of China) and India (Indian Institute of Management, Udaipur). To work collaboratively with industry partners: Jumeirah International LLC (luxury hospitality brand), UAE Exchange Centre LLC (one of the largest remittance companies in the world) and M&C Saatchi FZ LLC in order to build relevant knowledge by documenting cases and to increase the positive effect for greater synergy on nation brand building activities.

Grant Impact & Dissemination

Press Release: WAM (2016). Emirates Foundation's 2016 Youth Philanthropy Summit opens with data as central focus for social impact, dated 8 November, Available: <http://www.wam.ae/en/news/emirates-international/1395302811972.html> (launch of case study book that was a part of the output of the grant).

Workshops: Research Findings were used to give a presentation for Tata Group; Topic is embedded in Intercultural Marketing and talk given in Reputation Institute (Brazil), Nottingham Trent School of Business (November 2016); Two conference papers; Three Journal papers are in progress and One Book chapter forthcoming in 2017.

Anhang 3: Auswirkungen

Research Impact can be calculated in many ways: academic impact and dissemination of their findings, the dissemination of grant findings and community impact through sharing of the research through media, teaching, consultancy and courses.

Academic Impact (Selected Examples)

1. Research Award

Girrbach, P. Best Presentation Award 2016, 8th International Scientific Conference Management of Technology – Step to Sustainable Production, Porec, Croatia.

2. Research Centers

Center for Philanthropy & Civil Society (output)

Impact Teaching

- (1) Regular teaching in Leadership, Ethics, Innovationmanagement, M&A etc.
- (2) New executive M.A. Program on Intersectoral Leadership in Social Spatial Space Management together with Caritas, Chamber of Commerce, Corporates, Social Entrepreneurs, Foundations.
- (3) Potential M.A. Citizenship & Civil Engagement (former BA concept).
- (4) Service Learning, Community based Research & Impact Thesis
- (5) Executive Education on Social Innovation for several organizations like AUDI, Caritas, NextM, Banks, Bundesverband der deutschen Industrie etc.

Impact Research

- (1) Publication “Social Economic Empowerment in Emerging Countries” (2016) With Lisa Hanley and Siemens Stiftung
- (2) Publication “Innovation Systems of the Welfare Organization (2017) with Ramona Kordesch
- (3) Chapter in a peer reviewed book for “Entrepreneurial Philanthropy and Intersectoral Mergers & Acquisitions” with Wolfgang Spiess-Knafl (2017)
- (4) Monograph on “Entrepreneurial Philanthropy” (2016-2018)
- (5) Membership of Advisory Board in several Foundations and Consulting for Civil Society Organization

Collaboration (selection)

- (1) Social Entrepreneurship Network Entrepreneurship
- (2) Member of the Strategy Commission „Caritas28“ (Strategy for 2028)
- (3) Advisor for KIRON University and responsible for „Refugee Research Network“

3. Citations

Balakrishnan, M. S.

Google Scholar Citation: <https://scholar.google.com/citations?user=mHTNEvMAAAAJ&hl=en> [h-index 7]

Balakrishnan, M. S. (2009): Strategic branding of destinations: a framework. European Journal of Marketing, 43(5-1), pp. 611-629: – 202 citations

Balakrishnan, M. S. (2008): Dubai–A star in the east: A case study in strategic destination branding. Journal of Place management and Development, 1(1), pp. 62-91: – 106 citations

Research Gate: https://www.researchgate.net/profile/Melodena_Stephens_Balakrishnan 2054 Reads, 296 Citations

Bohnenkamp, B.

Bohnenkamp, B., Knapp, A. K., Hennig-Thurau, T., & Schauerte, R. (2015): When does it make sense to do it again? An empirical investigation of contingency factors of movie remakes. Journal of Cultural Economics, 39(1), pp.15-41; 8 citations

Küpers, W. (2016)

Google Scholar Citation: <https://scholar.google.com/citations?user=iqvht7kAAAAAJ&hl=en> [h-index 24]
https://www.researchgate.net/profile/Wendelin_Kuepers/stats 2758 Reads, 408 Citations

4. Conference Organization

Balakrishnan, M. S.

Organizer and Speaker for AIBMENA JIBS Paper Development Workshop Dubai, UAE

* Organizer and panelist for 'Middle East North Africa Rising: Misconception and Myths'; panelist for session 'The Locus of Acting Local while Thinking Global: Innovation and Best Practices at AIB Chapters', and speaker for session 'AIB Dubai 2017', AIB Annual Conference, New Orleans, USA, June 29-July 2.

* Panel Member, Filling the Void – Social Entrepreneurship, Emirates Foundation Youth Philanthropy Summit, Abu Dhabi, UAE, November 8-9.

* Organizer and Chair of panel, 'The India Connection', book launch of Actions and Insights, Volume 4, Mohamed Bin Rashid School of Government, Dubai, UAE, 30 August. Some panelists and speakers included: Richard Thompson, Editorial Director, MEED, Clare Woodcraft, CEO Emirates Foundation, Yazeed Sheqem, Souktel; Kamal Al Asmar, Co-Founder of Nakhweh, Uma Ghosh, Founder Queen Bee and Ruchika and Shobika Kalra, Founder of Wings of Angelz.

Küpers, W.

EURAM 2016 reviewer & discussant

Teitler, A.

UCL Americas Research Network: <http://www.ucl.ac.uk/americas/research-fields/uclia-resnet>

Co-organizer of the international conference 'Ideas and Transformation in the Americas', 28 and 29 April, 2016. Held at the Institute of the Americas, University College London.

http://www.ucl.ac.uk/americas/research-fields/uclia-resnet/ideas_transformations_2016;

5. Books:

Braedel-Kühner, C. and Müller, A.P. (eds.) (2016): Re-thinking Diversity. Multiple Approaches in Theory, Media, Communities, and Managerial Practice. Berlin/Boston: Springer VS.

Edition: By today, modern societies are facing enormous challenges. The demographic change, the continuous and growing migration flux, the radical changes in the communicative acting and performing in the media, the multi-cultural characteristics of the societies, and the necessity for a better and more precise focusing on the minorities, create a new need for and an innovative approach towards our understanding of "diversity". Both scientific and pragmatic or practical approaches are of interest. The narrative of the today's society is constituted by the observation that the social identity of people comprises multiple layers of social categorizations, segregations, and the co-existence of predetermined patterns of socio-cognitive interpretations and evaluations. This observation is of ground-breaking importance for the foundation of a responsible and critical dealing with societal "diversity"; it's easy to detect and identify the issues and the discourses that are related to this observation in the real life of the society and its organizations.

What has often been neglected and unattended with regard to this rather complex way of treating the "diversity" subject is the fact that our standard units of analysis do not match perfectly with the requirements that can be derived as a consequence from this approach. It's a methodological issue: Whereas we know that common characteristics, such as "age" or "gender", are merely categorizations established via processes of social interactive negotiation, they are still taken for granted in many works. To avoid this simplifying and reductive way of dealing with the complexity of the society, we argue instead, that the approach towards "diversity" should strictly focus on its relational nature, on the fact that social identity is –let it be through socio-historical processes, the onto-genetic creation of any kind of capabilities by the socialization of the individual subject, or through a simple and real face-to-face conversation— the result of social interaction. "Diversity", therefore is systematic, but it is not categorical in the way it has been perceived by the majority of studies.

In 2016, the proceedings of the related conference were published in the series of Karlshochschule on "Management – Culture – Interpretation". The volume comprises four divisions: 1) Theoretical approaches towards diversity, 2) diversity in organizations, 3) diversity in the community (public), and 4) practical approaches towards diversity. The book contains some valuable contributions to the newer discussion on the topic, namely (for example) by Juhani Ilmarinen, Alexandra Kalev, and so on. This book is immediately related to one of the established research focuses at Karlshochschule.

6. Research Workshops

- Balakrishnan, M. S.** (2016). AIBMENA JIBS Paper Development Workshop. Dubai, UAE. 31 August-1 September.
- Reichel, A.** (2016): Re-imagining and Re-organizing Economic Action for Degrowth. Professional Development Workshop (Role: Organizer/Speaker), Academy of Management Annual Meeting, Anaheim (CA), 08 August 2016.
- Sonnenburg, S.** (2016): Creativity Unlimited: Thinking Outside or Inside the Box. 4th Imagining Tomorrow Workshop 2016, Utrecht, 18.-29.01.2016

7. Other publications

- van Elst, H.** (2016): statsVideos: production with Ms Isabel Passin (IMM 4) of a 20-episodes series of video lectures of approx. 20 min length in English and German on univariate and bivariate descriptive statistics and frequentist inferential statistics. statsVideos at researchgate.net

English lectures (0.1.3 SCIE-STAT)

- [VL 01: Statistical variables and their scale levels of measurement \(18:07\)](#)
- [VL 02: Univariate frequency distributions \(17:54\)](#)
- [VL 03: Rank numbers and rank correlation coefficient \(17:58\)](#)
- [VL 04: Univariate descriptive statistics for metrically scaled data \(23:47\)](#)
- [VL 05: Descriptive correlation analysis \(15:43\)](#)
- [VL 06: Simple linear regression \(18:37\)](#)
- [VL 07: Random variable and probability distribution \(16:15\)](#)
- [VL 08: Gaußian normal distributions \(19:13\)](#)
- [VL 09: Univariate descriptive data analysis using SPSS \(24:45\)](#)
- [VL 10: Likert's scaling method of summated item ratings for one-dimensional latent variables \(14:59\)](#)
- [VL 11: Basics of sampling theory \(24:14\)](#)
- [VL 12: Statistical testing of hypotheses in the frequentist framework \(16:16\)](#)
- [VL 13: One-sample \$\chi^2\$ -goodness-of-fit-test \(19:45\)](#)
- [VL 14: \$\chi^2\$ -test for homogeneity \(19:19\)](#)
- [VL 15: Independent samples \$t\$ -test for a population mean \(28:33\)](#)
- [VL 16: Independent samples \$U\$ -test for a population median \(21:41\)](#)
- [VL 17: Dependent samples \$t\$ -test for a population mean \(16:37\)](#)
- [VL 18: One-way analysis of variance \(ANOVA\) \(24:35\)](#)
- [VL 19: Confirmatory correlation analysis \(18:40\)](#)
- [VL 20: \$\chi^2\$ -test for independence and Cramér's \$V\$ \(14:45\)](#)

Deutschsprachige Vorlesungen (0.1.3 WISS-STAT)

- [VL 01: Statistische Variablen und ihre Skalenniveaus des Messens\(20:37\)](#)
- [VL 02: Univariate Häufigkeitsverteilungen \(17:13\)](#)
- [VL 03: Rangzahlen und Rangkorrelationskoeffizient \(14:44\)](#)
- [VL 04: Univariate beschreibende Statistik für metrisch skalierte Daten \(21:10\)](#)
- [VL 05: Beschreibende Korrelationsanalyse \(17:19\)](#)
- [VL 06: Einfache lineare Regression \(17:47\)](#)
- [VL 07: Zufallsvariable und Wahrscheinlichkeitsverteilung\(15:01\)](#)
- [VL 08: Gauß'sche Normalverteilungen \(20:49\)](#)
- [VL 09: Univariate beschreibende Statistik mit SPSS \(20:24\)](#)
- [VL 10: Likert'sche Skalierungsmethode der summierten Einschätzungen für eindimensionale latente Variablen \(12:41\)](#)
- [VL 11: Grundlagen der Stichprobentheorie \(20:13\)](#)
- [VL 12: Statistisches Testen von Hypothesen im frequentistischen Wahrscheinlichkeitsbild \(17:09\)](#)
- [VL 13: Einstichproben- \$\chi^2\$ -Anpassungstest \(21:34\)](#)
- [VL 14: \$\chi^2\$ -Homogenitätstest \(19:40\)](#)
- [VL 15: \$t\$ -Test zum Mittelwertvergleich für zwei unabhängige Stichproben \(27:34\)](#)
- [VL 16: \$U\$ -Test zum Medianvergleich für zwei unabhängige Stichproben \(20:56\)](#)
- [VL 17: \$t\$ -Test zum Mittelwertvergleich für zwei verbundene Stichproben \(17:11\)](#)
- [VL 18: Einfaktorielle Varianzanalyse \(ANOVA\) \(26:06\)](#)
- [VL 19: Konfirmatorische Korrelationsanalyse \(19:18\)](#)
- [VL 20: \$\chi^2\$ -Unabhängigkeitstest und Cramér's \$V\$ \(15:15\)](#)

8. Fellowships/Honorary Positions

Balakrishnan, M. S.

- Member of the Academy of International Business (since 2009)
- 2016 onwards: Editorial Advisory Board, Review of International Business and Strategy
- 2010 onwards: Series Editor of Actions and Insights – Middle East North Africa- published five volumes. The cases published on EEMCS have over 44,000 downloads worldwide.
- 2015 onwards: Editorial Board Member: International Journal of Commerce and Management
- 2012 onwards: Editorial Review Board for International Journal of Emerging Markets.
- 2015-2017: Editorial Board Member: Journal of Asia Business Studies
- Reviewer for European Journal of Marketing,
- On the advisory Board for SixthFactor, a boutique consultancy market research firm in UAE, 2014 onwards.
- Leadership Committee for Arab World Social Entrepreneurship Program (ASEP) a MENA based initiative between Ashoka Arab World and Crescent Enterprises, 2014 onwards.

Bohnenkamp, B

Since 2010, he is on the Management board of the network "Generationenforschung e.V."

Küpers, W.

Reviewer for various international scientific journals including:

‘Academy of Management Learning & Education’; ‘Business Ethics: A European Review’, ‘Consumption Markets & Culture’, ‘Culture and Organization’, ‘Human Relations’; ‘Integral Review’, ‘International Journal of Management Review’, ‘Journal of Business Ethics’, ‘Journal of Management Inquiry’, ‘Journal of Organizational Behavior’, ‘Leadership’, ‘Leadership and Organization Development Journal’, ‘Management Learning’, ‘Organization Studies’, ‘Organization Management Journal’, ‘Organizational Aesthetics’, ‘Scandinavian Journal of Management’, ‘Studies in Communication Sciences’, ‘Zeitschrift für Arbeitswissenschaft’ ‘Zeitschrift für Organisations-Entwicklung’.

Montiel, F. J.

Association Memberships

- IKS - Hochschulverband für Interkulturelle Studien
- RVW - Regensburger Verbund für Werbeforschung
- Intercultural Campus - Internationaler Hochschulnetzwerk für interkulturelle E-Learning-Angebote

van Elst, H.

Membership by subscription in Learned Societies:

1. [The International Society on General Relativity and Gravitation](#), Berne, Switzerland.
2. [Deutsche Physikalische Gesellschaft \(German Physical Society\)](#), Bad Honnef, Germany, Divisions “Gravitation and General Relativity” (GR) and “Physics of Socio-Economic Systems” (Φ-SOE).

Zierold, M.

- Visiting Adjunct Professor for Organizational Theory and Change Management at the Institute for Media and Arts Management, University of Theatre and Music, Hamburg
- Member of the Board of the German Association for Arts Management (since 2016)
- Reviewer German Journal for Arts Management (2015-till date)
- Reviewer German Annual Conference Association for Higher Education Didactics (2016/17)
- Reviewer Danish Agency for Science, Technology and Innovation, Office of the Danish Council for Independent Research (2013-till date)

9. Other Teaching-Research Nexus Workshops and other Miscellaneous Research Activities

Balakrishnan, M. S. 2016: Co-creation to enhance B2B Value Realization. IB eXchange, Duale Hochschule Baden-Württemberg Mannheim, 22 April, 2016.

Bohnenkamp, B. (2016). Module: Introduction into Scientific Methods

Müller, A.P. and Montiel, F. J. (2016) Seminar on intercultural competence together with an intercultural individual profiling of the candidates, for the “Leadership Course” of the Leadership Academy of Baden-Württemberg (German: “Führungslehrgang der Führungsakademie Baden-Württemberg”) in Karlsruhe, July 2016 (together with Prof. Dr. F. Javier Montiel)

Müller, A.P. (2016) Seminar on intercultural competence for voluntary refugee workers at the Caritas in the diocese of Speyer, Rhineland-Palatinate, in Bad Dürkheim, July 2016 (together with Anne Wohltmann, B.A., alumni of Karlshochschule)

10. KeyNote Speaker/Talks

Girrbach, P. (2016): How can companies increase their value by an eco-friendly production? Talk at the 8th International Scientific Conference Management of Technology – Step to Sustainable Production, Porec, Croatia, 3 June.

Jansen, Stephan A. (2017): Artificial Intelligence and the Future of Education, nextM, Vienna Science Center, 23.03.2017.

Jansen, Stephan A. (2017): Talk with Austrian Minister of Arts and Culture, Constitution and Media, Vienna Science Center, 23.03.2017.

Jansen, Stephan A. (2017): Makro-Dimensionen der Automobilindustrie: Digitalisierung, Nachhaltigkeit, Urbanisierung bei AUDI, VD-Vollversammlung, Ingolstadt, 07.02.2017.

Jansen, Stephan A. (2017): Intersektorale Veränderungen und Konsequenzen für den Wohlfahrtssektor. Impuls für die Strategiekommision der Caritas, Stuttgart, 12.01.2017.

Jansen, Stephan A. (2016): Intersectoral Business Modell Innovation, Kessels+Smit, Utrecht NL, 07.12.2016.

Jansen, Stephan A. (2016): Intersektorale Geschäftsmodell-Innovationen, Young Talents Program des Bundesverbandes der Deutschen Industrie (BDI), 01.12. und 03.12.2016.

Jansen, Stephan A. (2016): Die Bildung der nächsten Mobilität, AUDI-Händlerentwicklung, Anders-Konferenz, Ingolstadt, 02.11.2016.

Jansaen, Stephan A. (2016): Sinnliche Bildung, globart, Krems (AU), 24.09.2016.

Jansen, Stephan A. (2016): Bildung der nächsten Führung, „Young Titan Sommerakademie Führung und Persönlichkeit 2016“, 17.09.2016

Jansen, Stephan A. (2016): Soziale Innovation und Intersektoralität. Konsequenzen für Bildung und Arbeit, Zukunftsallianz Personal, Vision Forum, Berlin, Allianz. 14.09.2016.

Jansen, Stephan A. (2016): Das Gesellschaftsspiel des Guten - Wendepunkte der Weltenbesserung, 26.05-2016, Eröffnungsvortrag, Brand eins Zukunftskonferenz, Hamburg.

Jansen, Stephan A. (2016): Die einzige Möglichkeit der Erfindung ist die Erfindung des Unmöglichen. Paradoxien und Provokationen zu „Hybriden Innovationsregimen - zwischen Sozial-, Philanthropie- und Technologie-Unternehmertum, Konferenz "Kreatives Unternehmertum: Das Neue ist vergangen", VitraCampus, Weil am Rhein, 20. April 2016.

Jansen, Stephan A. (2016): Sozialklempner oder unternehmerischer Sinnstifter?, 9. Comites Salon, München, 17. März 2016.

Montiel, F. Javier (2016): Interkulturelle Kompetenz im Spanischunterricht: Konzepte, Vermittlung, Design, zusammen mit Prof. Christoph Vatter, Universität des Saarlandes, Saarbrücken, 26.01.2016.

Montiel, F. Javier (2016): Nationale Identitäten in der spanischen Werbung. Universität des Saarlandes, Saarbrücken, 26.01.2016.

Montiel, F. Javier (2016): Europäische Identität als migrante Identität am Beispiel Deutschlands. Universität de Vic / Universität Central de Catalunya, Vic, 15.02.2016.

Montiel, F. Javier (2016): Migración y diversidad en Europa: Cómo afrontar el reto de la participación en la sociedad y la empresa - Una perspectiva desde Alemania. Universität de Vic / Universität Central de Catalunya, Vic, 17.02.2016.

Montiel, F. Javier (2016): Intercultural communication and international project management. Universität de Vic / Universität Central de Catalunya, Vic, 18.02.2016.

- Montiel, F. Javier** (2016): No estabas muy inspirado, ¿no? La ironía y otros aspectos específicos del estilo comunicativo como contenidos interculturales en la clase de español. GMF Bundeskongress, Nürnberg, 01.10.2016
- Reichel, A.** (2016a): Wirtschaften jenseits des Wachstums – Chancen und Risiken der NEXT ECONOMY. Keynote at Finanztagung 2016 of ÖPWZ (Austrian Center for Productivity and Economy), Novomatic Forum Wien, 17 November 2016.
- Reichel, A.** (2016b): Adapt or Die! Keynote at the 2016 Coface Country Risk Conference “Low Growth – High Motion”, Palais Niederösterreich Wien, 26 April 2016.
- Reichel, A.** (2016c): Erfolgreich wirtschaften ohne Wachstum. Keynote with Grüne Wirtschaft Österreich, Urania Wien, 25 April 2016.
- Reichel, A.** (2016d): Was wächst wenn nichts mehr wächst? Strategische Perspektiven einer Postwachstumsökonomie. Keynote at the StrategieForum Banken, Baden-Württembergischer Genossenschaftsverband, Stuttgart, 17 March 2016.
- Reichel, A.** (2016e): Erfolgreich wirtschaften ohne Wachstum: Unternehmensstrategien in der Postwachstumsökonomie. Keynote with Grüne Wirtschaft Österreich (Green Economy Austria), Wirtschaftskammer Salzburg, 20 January 2016.
- Reichel, A.** (2016f): Postwachstumstransformationen: Pfade in die nächste Wirtschaft? Keynote, WU Wien (Vienna University of Economics and Business), 19 January 2016.
- Riedel, C.** (2016): Visions for Tomorrow – from Uncertainty to Confidence. „The Future of Technology“ HORASIS Global Meeting, Liverpool, UK, 2016_06_14
- Riedel, C.** (2016): Light Art Space. Snøhetta Workshop, Oslo, Norway, 2016_11_29
- Wagner, D. N.** und Scheiderer, J. (2016): Von wegen abgehoben: von der Luftfahrt lernen – Krisen in Projekten vermeiden und managen. PM Forum 2016, 33. Internationales Projektmanagementforum, Nürnberg.
- Zierold, M.** (2016): Innovation und ihre Grenzen. Theoretische Fundierung und praktische Umsetzungsmöglichkeiten verhaltensorientierter Ansätze im Innovationsmanagement. Hochschule der Medien, Stuttgart, 25.2.2016
- Zierold, M.** (2016): Kulturorganisationen im Wandel. Hochschule für Musik und Theater, Hamburg, 04.04.2016
- Zierold, M.** (2016): Musicpreneure als Treiber einer neuen wissensbasierten Ökonomie. Jetztmusik Festival Symposium, 15.4.2016
- Zierold, M.** (2016): Das Ende des Change Management. Hochschule für Musik und Theater, Hamburg, 04.04.2016

11. Medien

Jansen, S. A. (2017): Nominated for Global Ranking „Thinkers50“ 2017. [Online-article, available at: <http://thinkers50.com/biographies/stephan-a-jansen/> (last access April 11, 2017)].

Magazine Articles

- Balakrishnan, M. S.** (2016): Putting the ‘social’ in entrepreneurship. In: MEED Business Review, 1(11), p. 43.
- Balakrishnan, M. S.** (2016): Why Hope, Optimism and Resiliency are the Most Powerful Leadership Tools You Can Have for a Startup Founder. [Online-article, available at: <https://www.entrepreneur.com/article/282893> (last access September 26, 2016)].
- Balakrishnan, M. S.** (2016): Eight Steps to Create An Entrepreneurial Roadmap For Your Venture. [Online-article, available at: <https://www.entrepreneur.com/article/277379> (last access: June 13, 2016)].
- Jansen, S. A.** (2016): Kollektive Intelligenz statt Kollektiver Verblödung: Zukunft der Arbeit. [Online-article, available at: <https://spielraum.xing.com/2016/07/interview-stephan-jansen/> (last access July 7, 2016)].
- Jansen, S. A.** (2016): Education and Generation Y, Talk, Reality Check, FM4, ORF, 16.10.2016.
- Jansen, S. A.** (2016): Warum auch noch die Glückseligkeit aufschieben... Über gelingende Bildung. [Online-article, available at: <http://goodimpact.org/magazin/warum-auch-noch-die-glückseligkeit-aufschieben> (last access October 8, 2016)].
- Jansen, S. A., Bornschein, C., Mahrenholz, P. J.** (2017): Keine dunklen digitalen Mächte. Trumps Wahlkampfmarketing. In: brand eins, 01/2017, pp. 104-107.
- Jansen, S. A.** (2016): Schönes Wirtschaften hat einen Geschmack. In: brand eins, 12/2016, pp. 122-123.
- Jansen, S. A.** (2016): Kopflos oder Bauchfrei - über Künstliche und Menschliche Intelligenz. In: brand eins, 11/2016, pp. 122-123.
- Jansen, S. A.** (2016): Droht ein Ausverkauf deutscher Unternehmen? In: brand eins, 09/2016, pp. 34-35.
- Jansen, S. A.** (2016): Bildung und Quengelware. In: brand eins, 08/2016, pp. 118-119.
- Jansen, S. A.** (2016): Die Weltverbesserer – über kalifornische und alteuropäische Philanthropie. In: brand eins, 05/2016, pp. 114-119.

Jansen, S. A. (2016): Laudatio auf Götz W. Werner für Erich Fromm-Preis 2015. In: Fromm Forum, pp. 45-49.
Wagner, D. N. (2016): Ein ungleiches Rennen. In: Trend Update 09/16: Race against the machine, Frankfurt/Main: zukunftsInstitut.

Interviews

Reichel, A. (2016): Angst vor dem Nichtwachsen, Print Interview, Salzburger Nachrichten, 26 January 2016 (longer Interview at Grüne Wirtschaft Salzburg).

Sonnenburg, S. (2016): Junge Menschen sind nicht unbedingt kreativer. Interview with Anja Janotta, W&V 20.09.2016.

http://www.wuv.de/agenturen/junge_menschen_sind_nicht_unbedingt_kreativer

Sonnenburg, S. (2016): "Kreativ-Knast": So sehen Experten die Arbeitskultur bei Jung von Matt. Interview with Anja Janotta and Jörg Mehlhorn, W&V 06.04.2016.

http://www.wuv.de/agenturen/kreativ_knast_so_sehen_experten_die_arbeitskultur_bei_jung_von_matt

Press Coverage

Balakrishnan, M.S. (2016): Social Entrepreneurs - Book Launch: <http://www.wam.ae/en/news/emirates-international/1395302811972.html> - <https://www.sharjah24.ae/en/uae/169779-emirates-foundation-s-2016-youth-philanthropy-summit-opens-with-data-as-central-focus-for-social-imp>

Balakrishnan, M.S. (2016): AIBMENA Workshops: <http://www.khaleejtimes.com/business/local/uowd-tackles-research-challenges>;

Balakrishnan, M.S. (2016): The India Connection Book Launch: Over **\$137,905.22** of PR generated, 340 col. cm. Publications include India Today <http://indiatoday.intoday.in/story/book-on-experiences-of-indian-entrepreneurs-launched-in-dubai/1/754120.html>; Gulf News <http://gulfnnews.com/news/uae/culture/book-on-indian-entrepreneurs-launched-1.1887862> , Business Standard http://www.business-standard.com/article/pti-stories/book-on-experiences-of-indian-entrepreneurs-launched-in-dubai-116090100416_1.html; Gulf Today <http://gulftoday.ae/portal/b212d975-12d2-4453-b452-fed1c6133f2d.aspx>

Blogs

Balakrishnan, M.S. (2016): Social Entrepreneurs, dated 30 November, <https://www.linkedin.com/pulse/social-entrepreneurs-melodena-stephens-balakrishnan>

Balakrishnan, M.S. (2016): The Bridge Builder - Leadership Parable Part II, dated 3 October, <https://www.linkedin.com/pulse/bridge-builder-leadership-parable-part-ii-stephens-balakrishnan>

Balakrishnan, M.S. (2016): A Leadership Parable – Part 1, dated 19 September, Available: <https://www.linkedin.com/pulse/leadership-parable-part-1-melodena-stephens-balakrishnan>

Balakrishnan, M.S. (2016): Leadership and Governance, dated 26 July, <https://www.linkedin.com/pulse/leadership-role-governance-melodena-stephens-balakrishnan>

Balakrishnan, M.S. (2016): Roadblocks Ahead: Dealing with a "NO", dated 16 June, <https://www.linkedin.com/pulse/roadblocks-ahead-dealing-melodena-stephens-balakrishnan>

Balakrishnan, M.S. (2016): Those Aha-Moments: Why we need them for developing strategy! dated 20 January, , <https://www.linkedin.com/pulse/those-aha-moments-why-we-need-them-developing-stephens-balakrishnan>

More: <https://www.linkedin.com/today/author/melodena-stephens-balakrishnan-56522510?trk=prof-sm>

Reichel, A. (2016): Utopian Sustainability, Sustainable Utopia, dated 11 November, Available: http://www.André_reichel.de/2016/11/11/utopian-sustainability/

Reichel, A. (2016): Degrowth and Free Trade, dated 18 October, Available: http://www.André_reichel.de/2016/10/18/degrowth-and-free-trade/

Reichel, A. (2016): From now to next, dated 23 June, Available http://www.André_reichel.de/2016/06/23/from-now-to-next/

Reichel, A. (2016): Sustainability as a Key Idea informing Social Practice and Order, dated 20 June, Available: http://www.André_reichel.de/2016/06/20/sustainability-as-a-key-idea/

Reichel, A. (2016): Postgrowth and Degrowth, dated 11 March, Available: http://www.André_reichel.de/2016/03/11/postgrowth-and-degrowth/

More: http://www.André_reichel.de/

Zierold, M. (2016): Langsam und schnell: Das Zweizeitigkeits-Prinzip. [Online-article, available at: <http://zwanzig40.de/allgemein/2016/09/langsam-und-schnell-das-zweizeitigkeits-prinzip/> (last access September 28, 2016)].
More: *Blog*: <http://www.martinzierold.de/>

Anhang 4: Studentische Forschungsarbeiten

1. Doctoral dissertations supervised (in progress and completed)

Balakrishnan, M.S.

Al Ali, F. "The role of country reputation on customer e-satisfaction, and customer e-loyalty in e-government services", University of Wollongong. [Co-Supervisor – Dr. Vijay Perreira] – ongoing.

Jansen, S. A.

Mast, Clemens (2016): "Re-Design of an Industry. Evolution von Organisationen und Märkte durch die Innovation des Geschäftsmodells", Zeppelin Universität und Universität St. Gallen, (Dr. rer. pol.), Zweitgutachter: Prof. Dr. Christoph A. Müller (Universität St. Gallen)

Laucke, Aline (2017): Cross-Sectoral Hybridization as a Strategy to turn Institutional Voids into Opportunity Spaces - The Case of Hybrid Organizations Providing Health Care at the Base of the Pyramid, Zweitgutachter: Prof. Alex Nicholls, PhD (Oxford University).

Müller, A.P

Cao, Yikai (in progress): The logic of argumentation in Sino-German networks. A study of e-mail communication threads in the environment of a cross-national project. – Supervision together with Prof. Dr.

Birgit Neuer from the Pedagogical University in Karlsruhe (German: "Pädagogische Hochschule Karlsruhe"), on the ground of the existing inter-institutional agreement on dissertation works.

Zierold, M

Mirjam Kappes, Universität Köln, Memory Culture and Nostalgia (external member of the supervising committee, ongoing)

Mariette Kühnelt, Hochschule für Musik und Theater, Hamburg, Change Management in öffentlichen Orchester (first supervisor, ongoing).

Other Involvement with PhD students

Javier, F.J. had Tonka Marić, PhD Candidate, University of Granada. Working topic: Landscape and Place Branding.

Van Elst, H.: Referee's report written on the doctoral thesis entitled "An online adaptive learning algorithm for optimal trade execution in high-frequency markets" submitted for the degree of Doctor of Philosophy to WITS University, Johannesburg, South Africa by Mr Dieter Hendricks

Anhang 5: Namen der ProfessorInnen und Profile (in alphabetischer Reihenfolge)

Prof. Dr. André Reichel is Professor of Critical Management & Sustainable Development. Since 2002 he is working on the research topic of sustainability ng. Currently, his research focus is on degrowth / postgrowth / décroissance and business, sustainability and digitalization as part of a 'Next Economy', societal transformation and social innovation, as well as system theory in management. He considers himself a post-classical and post-methodological researcher.

Internet Profile:

Blog: <http://www.Andréreichel.de/>

Karlsruhe

International

University

Website:

<http://karlsruhe.de/de/hochschule/menschen/professoren/prof-dr-André-reichel/>

ResearchGate: https://www.researchgate.net/profile/André_Reichel

Prof. Dr. habil. Andreas P. Müller is Professor of Intercultural Communication and Intercultural Management. His areas of research are cultural diversity and multilingualism in companies; communicative genres in organizational communication and social storytelling and corporate change.

Internet Profile:

Karlsruhe

International

University

Website:

<http://karlsruhe.de/en/university/people/professors/prof-dr-habil-André-as-p-mueller/>

Dr. Anthony Teitler's research interests extend from International Relations Theory; Foreign Policy Analysis (especially the US and UK); Constructivism; Philosophy of Social Science; Regional Studies (in particular the Greater Middle East, Europe and the United States); Constructivist Institutionalism; International Security; Global Civil Society; Global Governance and Ethics. In a very general sense, his research examines the relationship between state and non-state actors with an emphasis on how these actors contribute to a more conflictual or cooperative international environment. In particular, he examines how nation-states define who they are and what they want within this social environment. Anthony recently completed PhD examined US policy towards Afghanistan from the Soviet intervention of 1979 to the exit of US/ISAF combat troops in 2014. It elucidated on how the United States' discursive construction of its interests and identity have moulded its long-term involvement with that country. In this way, it demonstrated how Washington used language to justify, represent and normalise its foreign policy practices. Through a wide range of in-depth semi-structured expert interviews, archival work, and a rigorous use of IR constructivism theory my research aims to contribute more broadly to international relations and US foreign policy scholarship through an interdisciplinary approach.

Prof. Dr. Dr. Björn Bohnenkamp is Professor of Marketing, Media and Consumer Culture. His areas of research are Media Marketing/Media Branding, Consumer Culture Theory, Generation Studies, New Media and Visual Culture (Movies, Television). Since 2010, he is on the Management board of the network "Generationenforschung e.V."

Internet Profile:

Karlsruhe International University Website:

<http://karlsruhe.de/en/university/people/professors/prof-dr-dr-bjoern-bohnenkamp/>

Prof. Dr. Diana Brigitte Festl-Pell is Professor of Finance & Accounting. She has worked as a Senior Associate, Investment Performance Services, PricewaterhouseCoopers AG Switzerland, 2008-2010; Business Consultant, Financial Services Division, The Boston Consulting Group Switzerland, 2007-2008; Business Trainee, Capital Markets/ Investor Relation/ Group Accounting Division, BMW Group Germany, 2001-2005. Her research interests are: Governance and Operation of Financial Markets; International Financial Regulation; Behavioral Finance; Financial Stability and Systemic Risk and Value Measurement and Reporting.

Internet Profile:

Karlsruhe International University Website:

<http://karlsruhe.de/de/hochschule/menschen/professoren/prof-dr-diana-brigitte-festl-pell/>

Prof. Dr. Desmond Wee is Professor of Tourism Sciences and Spatial Theories. As Head of the Bachelor Programme International Tourism Management, he designs curricula bridging learning, teaching and research, encouraging students to venture outside the classroom in an effort to study tourism through tourism. His research interests explore contemporary tourism theories in the social sciences and centres on visual, reflexive and embodied methodologies especially in the areas of the everyday, performance, space, identities, city, bodies and intimacies within tourism, leisure and hospitality studies.

Internet Profile:

Karlsruhochschule International University Website:
<http://karlsruhochschule.de/en/university/people/professors/prof-dr-desmond-wee/>

Prof. Dr. Dirk N. Wagner is the Professor for Strategic Management. His research focus is Strategic Management and Project Management as well as New Institutional and Business Economics constitute Dirk Nicolas Wagner's main areas of research. In the area of project management, he is particularly interested in research related to Human Factors. From an institutional and from a managerial perspective he is concerned with questions of economic order and organization for human and machine actors. Case-based research represents his preferred methodology.

Internet Profile

Karlsruhochschule International University Website:

<http://karlsruhochschule.de/en/university/people/professors/prof-dr-dirk-nicolas-wagner/>

Prof. Dr. Francisco Javier Montiel Alafont is Professor of Intercultural Business Communication. He is the head of the Bachelor Degree Program Intercultural Management and Communication and the person in charge for Master Specialization "Human Resources & Diversity". His research interests are: The economy and culture of Spain; Spanish / Latin American relations; German / Spanish relations; Types of management in Latin America; Intercultural Training, Consulting, Coaching; Marketing communication, cultural style and cultural history; Brand communications / country branding and designing identity and Intercultural competence and cosmopolitanism.

Internet Profile:

Karlsruhochschule International University Website:

<http://karlsruhochschule.de/en/university/people/professors/prof-dr-francisco-javier-montiel-alafont/>

Prof. Dr. Henk Van Elst: Henk prefers research in the areas of the theory of decision-making, Bayes–Laplace methodology of inductive inference, inverted classroom teaching method and relativistic cosmology.

Internet Profile:

Research Gate: https://www.researchgate.net/profile/Henk_Van_Elst

Prof. Dr. Martin Zierold: Martin is the Professor for Arts Management and Cultural Studies at Karlsruhochschule. He is a Visiting Adjunct Professor for Organizational Theory and Change Management at the Institute for Media and Arts Management, University of Theatre and Music, Hamburg (2016-2017). He is a Member of the Board of the German Association for Arts Management (since 2016). Martin's current research interests include Cultural Leadership, Organizational Development and Digital Media Culture. His methodological expertise is in the areas of theoretical works, qualitative methods

Internet profile:

Karlsruhochschule International University Website:

<http://karlsruhochschule.de/en/university/people/professors/prof-dr-martin-zierold/>

Blog: <http://www.martinzierold.de/>

Prof. Dr. Melodena Stephens Balakrishnan is the Founder and President of the Academy of International Business – Middle East North Africa Chapter, a nonprofit social initiative founded in 2009 in Dubai under the University of Wollongong in Dubai, UAE (UoWD). It is a self-financing volunteer organization. The purpose of the organization is to act as an ambassador and champion for the MENA region by fostering research and teaching in the field of international business. She is the Professor of International Marketing Strategy and Entrepreneurship. She is a Non-Resident Fellow of the Mohammed Bin Rashid School of Government, Dubai, UAE and a Visiting Professor for University of Wollongong in Dubai. Her areas of research are brand strategy, place/country marketing, social entrepreneurship and crisis management.

Internet Profile:

Research Gate: https://www.researchgate.net/profile/Melodena_Stephens_Balakrishnan

LinkedIn Blogs: <https://www.linkedin.com/in/melodena-stephens-balakrishnan-56522510/>

Prof. Dr. Patricia Girrback is the Professor of General Management. She is especially interested in research on specific issues like Value Based Management, Sustainable Management, Corporate Responsibility and new concepts in terms of value-oriented Leadership.

Internet profile:

Karlsruhochschule

International

University

Website:

<http://karlsruhochschule.de/en/university/people/professors/prof-dr-patricia-itf-girrback/>

Prof. Dr. Stephan A Jansen is Professor for Management, Innovation & Finance and Head of the "Center for Philanthropy & Civil Society | PhiCS" at Karlsruhochschule, an international university in Karlsruhe, Germany. His Research interests are in the area of analysis of networks from the perspective of communication and organization theory, social enterprises, civil society, mergers, as well as educational systems.

Internet Profile:

Research Gate: https://www.researchgate.net/profile/Stephan_A_Jansen

Prof. Dr. Stephan Sonnenburg is Professor for Branding, Creativity and Performative Management. His academic background is not straight-lined as he has toggled between university and industry over the years. Apart from academia, Stephan has worked as a strategic brand planner, creativity enabler and management consultant. He has broad research interests in the field of creativity, innovation, marketing, branding and management within which he examines its performative and transformative potential. In his research he focuses on qualitative research, currently based on experimental settings.

Internet Profile:

Karlsruhochschule International University Website:
<http://karlsruhochschule.de/en/university/people/professors/prof-dr-stephan-sonnenburg/>

Prof. Dr. Wendelin Küpers Combines a phenomenological and cross-disciplinary orientation, my research focuses on embodied, emplaced, emotional, creative and aesthetic dimensions of organizing and managing. In his current research and teaching he is focusing on more responsive, responsible and wiser forms of organizations and management/leadership that are contributing towards more integral and sustainable practices.

Internet Profile:

Research Gate: https://www.researchgate.net/profile/Wendelin_Kuepers