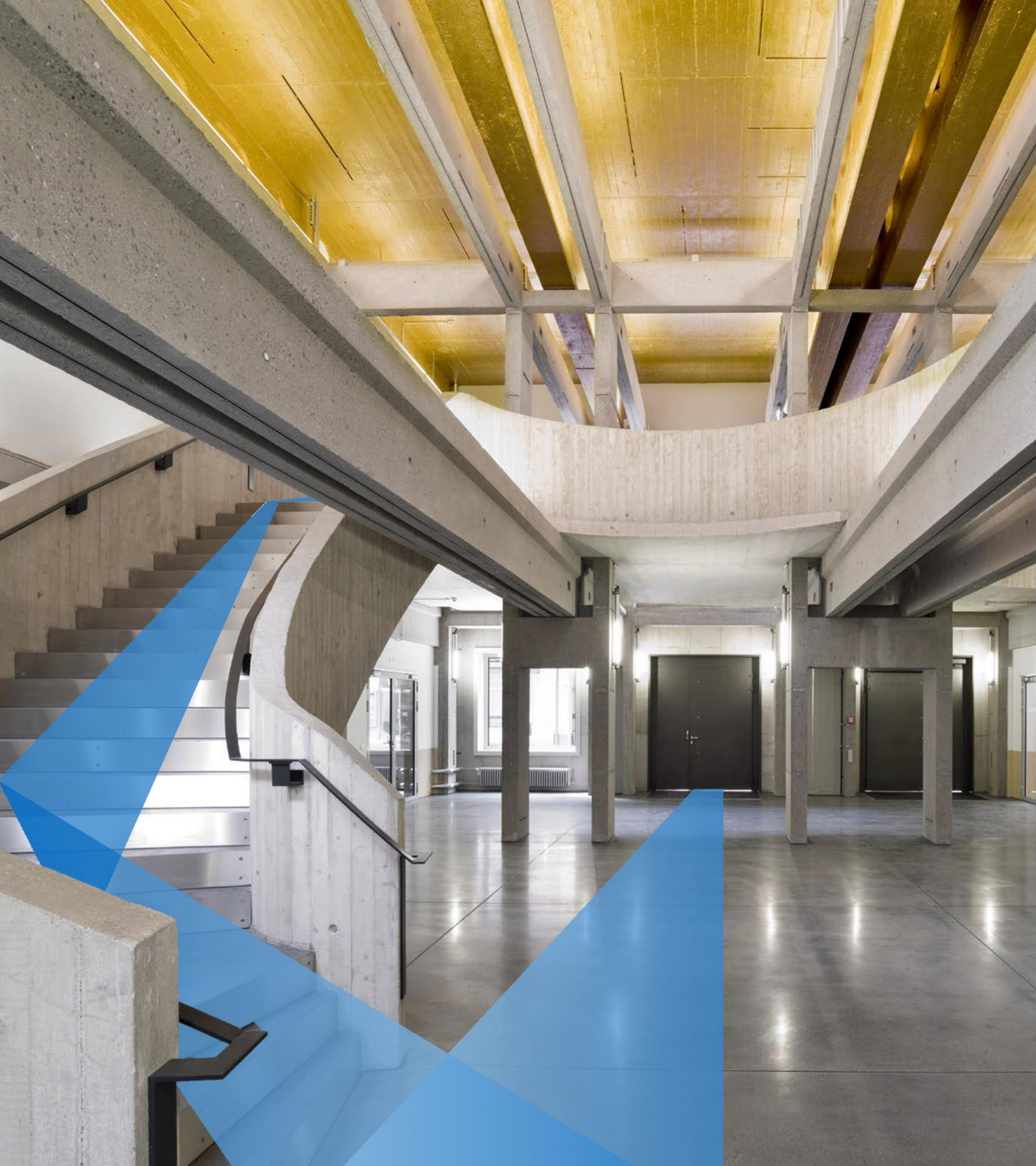


# DOSSIER FOR POTENTIAL CANDIDATES FOR A PROFESSORSHIP IN TECHNOLOGY MANAGEMENT



# CONTENTS

## Page

Dean's welcome .....	3
Technical University of Munich.....	4
TUM School of Management .....	5
Multiple locations, more possibilities .....	6
TUM Campus Heilbronn.....	7
Living and working in Heilbronn .....	8
The Global Center for Family Enterprise .....	9
The Center for Digital Transformation.....	10
Our vision/mission and values .....	11
Research.....	12
Teaching.....	13
The innovation & entrepreneurship department at a glance .....	14
Application details .....	15
Professorship at TUM.....	16
Further information and website addresses .....	17

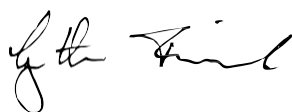
# DEANS' WELCOME

**“OUR TASK AT TUM SCHOOL OF MANAGEMENT IS TO BRIDGE THE GAP BETWEEN MANAGEMENT & TECHNOLOGY.”**

We do this in a number of pioneering ways. Our reputation as one of the leading business schools in Germany and our unique location in the heart of Europe means that we can attract the very best students from around the world. We teach them how to work in a rapidly changing global economy and how to contribute to solutions for the grand societal challenges. The expertise that they acquire during their time with us enables them to convert their enthusiasm for technological innovation into the products and services of the future.

Our research pushes at boundaries. The work done by our academics combines state-of-the-art knowledge of modern entrepreneurship with thought leadership in a wide range of areas relating to management, engineering and the natural and life sciences. Our high levels of academic excellence are reflected in our outstanding rankings – yet we remain relevant for business. Our Advisory Board plays an important role, bringing together leading figures from the corporate world, academia and society to advise the school on strategic matters.

TUM School of Management is currently at a momentous point in its history. In February 2018, TUM signed an agreement with the Dieter Schwarz Foundation (DSF) to create a new teaching and research facility in the city of Heilbronn. This is one of the most important endowments in the history of German universities. The foundation will perpetually fund 20 new professorships for business studies, complete with equipment and infrastructure: 13



Prof. Dr. Gunther Friedl  
Dean of TUM School of Management

of them at the new TUM Campus Heilbronn and seven in Munich. This makes TUM the first university in Germany to establish an additional campus in another federal state.

For current and future faculty, this is a once-in-a-lifetime opportunity to engage in building up a new campus with new areas of specialization in research and teaching. TUM Campus Heilbronn will focus particularly on the areas of digital transformation, family-run businesses and entrepreneurship – areas for which the local region is particularly known. We encourage you to become a part of this exciting development and leave a lasting legacy.

We at TUM School of Management guarantee a global perspective, through our highly motivated, international student body and collaboration with renowned universities and management schools worldwide. At the same time, industry know-how flows into our programs through close collaboration with our corporate partners.

The Innovation and Entrepreneurship Department in particular uses this environment, by bringing together research interests and current economic questions deriving from management science or, (digital) industries, or family-run companies. Within the Department and the TUM School of Management we create a uniquely dynamic and inspiring atmosphere that we invite you to be a part of. Join us, and together we can continue to achieve academic excellence and prepare the leaders of tomorrow.“



**PROFESSOR GUNTHER FRIEDL**  
Dean of TUM School of Management

# TECHNICAL UNIVERSITY OF MUNICH

The Technical University of Munich (TUM) combines first-class facilities for cutting- edge research with unique learning opportunities for students. It is committed to finding solutions to the major challenges facing society as we move forward. The university thinks and acts with an entrepreneurial spirit. Its aim: create lasting value for society.

The Technical University of Munich (TUM) is one of Europe’s leading universities, with more than 600 professors, over 11,000 academic and non-academic staff, and 48,000 students. It combines outstanding research with unique offerings for students. The university focuses on the engineering sciences, natural sciences, life sciences and medicine; reinforced by schools of management, education and governance. TUM has a very strong position in national and international rankings.

It regularly appears high on the Shanghai Ranking, the QS World University Ranking, the rankings published by CHE (Center for Higher Education) and the Times Higher Education. In 2006 and again in 2012, it was recognized as a University of Excellence by the German government. Seventeen Nobel Prize winners and inventors such as Rudolf Diesel, Carl von Linde and Rudolf Mößbauer have all done research here.

TUM forges strong links with companies and scientific institutions across the world. It is a truly entrepreneurial university, fostering a supportive environment for innovation with a market-oriented approach. Its strong international presence and reputation is further strengthened by its campus in Singapore and offices in Beijing, Brussels, Cairo, Mumbai, San Francisco and São Paulo.

The Technical University of Munich (TUM) is one of Europe’s top universities with approximately:

TUM SCHOOLS AND DEPARTMENTS

11

PROFESSORS

600

STAFF MEMBERS

11,000

STUDENTS

48,000

Video Portrait: The TUM

Click here



# TUM SCHOOL OF MANAGEMENT

The School of Management at TUM has a unique focus on the interface between management, engineering and the natural and life sciences. Our task is to bridge the divide between management and technology. Currently we have over 50 professors and some 400 staff members in total. TUM School of Management has cooperations with more than 110 internationally renowned universities and business schools. We work closely with a wide range of corporate partners in Germany and abroad.

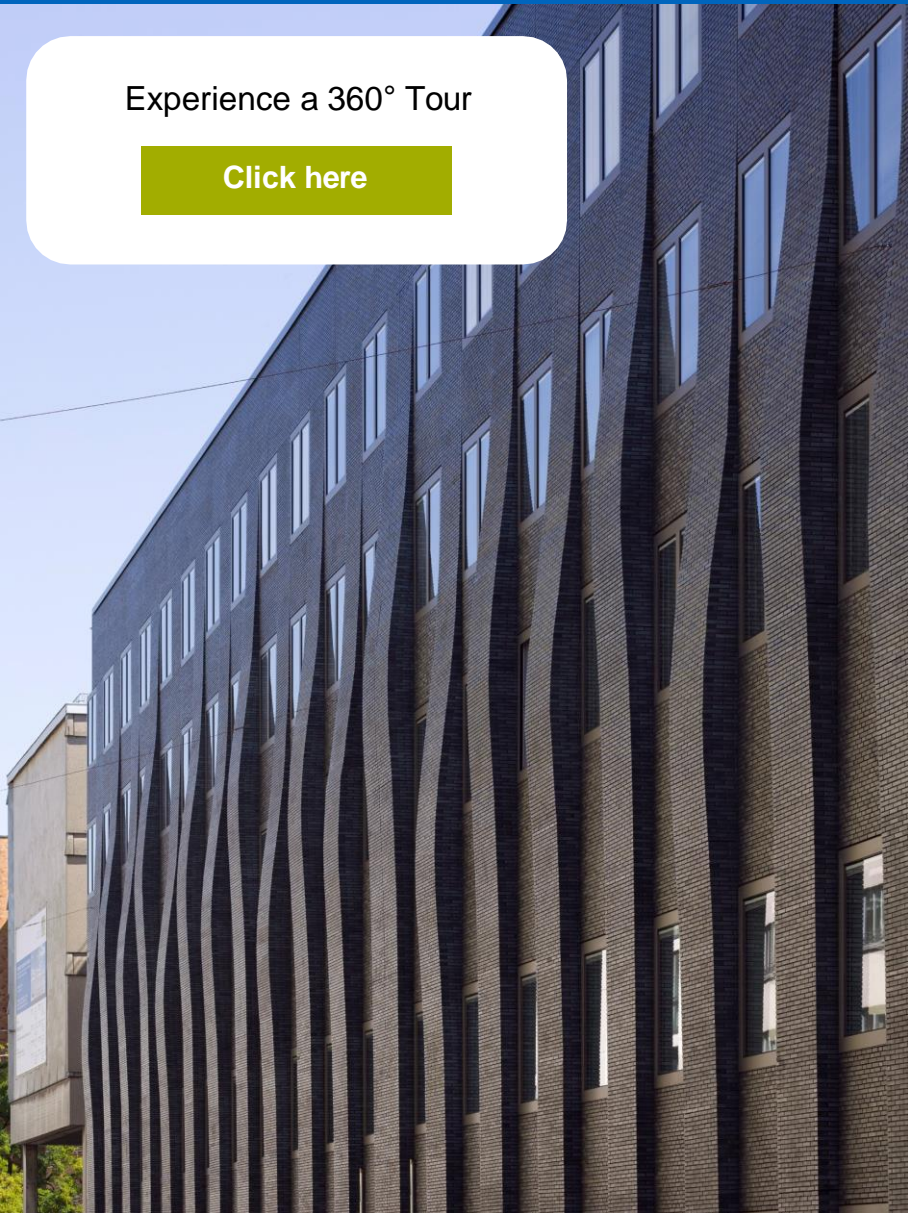
In 2017, TUM School of Management joined a selected international group of business schools to be awarded what is known as the “Triple Crown” accreditation by the AACSB (Association to Advance Collegiate Schools of Business), AMBA (Association of MBAs) and EQUIS (European Quality Improvement System) awarded by the European Foundation for Management Development. To achieve this feat, an institution has to meet a large number of criteria, including having a highly qualified teaching staff, a curriculum with an international character, close-knit interactions with business and substantial dedication to ethics and sustainability.

Since 2017, we were ranked several times as the best German business school in The Korea University Business School (KUBS) Worldwide Business Research Rankings, which puts us among the Top 100 business schools in the world. According to the Frankfurter Allgemeine Zeitung, Handelsblatt and Wirtschaftswoche our professors are among the most influential economists and management scholars in Germany and German-speaking countries. In the 2020 CHE Ranking, as the only university in Germany, we received top ratings in all five categories concerning research and the school's scientific approach in lectures.



Experience a 360° Tour

[Click here](#)



📍 TUM – Munich



📍 TUM – Straubing

## MULTIPLE LOCATIONS, MORE POSSIBILITIES

TUM School of Management operates in places where it finds the best interactions with other disciplines and the corporate world.

This is why TUM School of Management is located in Munich, Garching and Weihenstephan and cooperates with the new TUM Campus Straubing for Biotechnology and Sustainability – in addition to our brand-new TUM Campus in Heilbronn.

Munich, the capital of Bavaria and home of global companies such as BMW, Siemens and Allianz, offers great opportunities to interact with DAX companies, large corporations and start-ups.

TUM members alone have initiated over 1,000

start-ups within the last 20 years, accompanied by the UnternehmerTUM, the university's interdisciplinary center for entrepreneurship. Three of just over a dozen German unicorns (start-ups valued at over a billion dollars) alone come from TUM. The founding spirit of the university and its students makes TUM one of the top performing universities in the world. This makes Munich one of the most vibrant start-up scenes in Europe and offers unique opportunities for you and your research interests.

Furthermore Munich attracts highly motivated and excellent international students from over 40 countries, ranking number two worldwide in the QS Best Student Cities Ranking 2023.



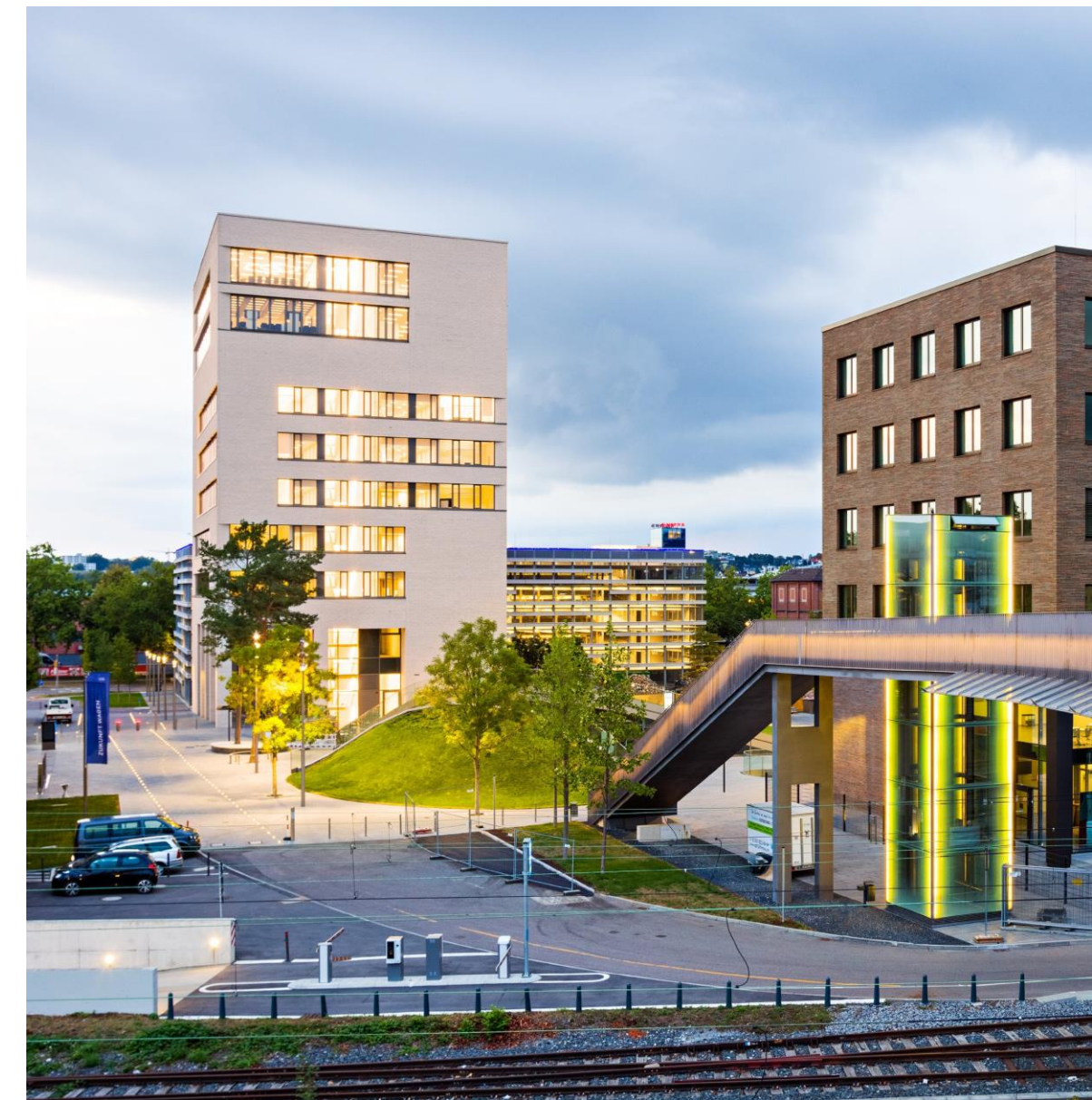
📍 TUM – Garching



📍 TUM – Weihenstephan

In Garching is the Entrepreneurship Research Institute (ERI), one of Europe's leading research institutes in the emerging field of entrepreneurial studies.

In Weihenstephan, our professors and their staff teach and research in close collaboration with their colleagues from the life sciences. Management studies are also represented at the new TUM Campus Straubing for Biotechnology and Sustainability.



📍 TUM – Heilbronn

Finally, the TUM Campus Heilbronn lies in the heart of Heilbronn-Franken, a geographical area that is home to a significant number of innovative firms, many of them family-led small and medium-sized enterprises that have achieved top positions in world markets. It is thus a vibrant region where a multiplicity of companies with different organizational profiles, high-tech, tradition and modernity come together.

# TUM CAMPUS HEILBRONN

A new teaching and research facility in Heilbronn – one of the most ambitious higher education projects in Germany. As part of an initiative by the Dieter Schwarz Foundation, TUM School of Management is creating a teaching and research facility on the „Bildungscampus Heilbronn“ (Heilbronn Education Campus). Currently, the final stage of the setup phase is initiated, giving you the possibility to already rely on a broad infrastructure on site. The new center, known as TUM Campus Heilbronn, focuses on the areas of managing digital technology, entrepreneurship and family businesses. It shares the vision, mission, values and strategy of the Technical University of Munich and TUM School of Management.

## STRATEGIC APPROACH

The creation of TUM Campus Heilbronn represents a significant expansion of TUM School of Management's current strategy. By focusing on the management of digital change, the school will be able to implement one of its major strategic objectives in two important economic regions in Europe: Munich and Heilbronn. TUM Campus Heilbronn also closes a major gap by building connections with family-run businesses. While the Campus Munich focuses more on working with DAX companies, large corporations and start-ups, the Heilbronn campus enables close cooperation with the local, family-run businesses that are hidden champions in the high-tech sector and important players in the economy.

## PROFESSIONAL EDUCATION AND TRAINING

The advancing rollout of entrepreneurial activities at TUM Campus Heilbronn also means that we can offer new forms of professional education and training via our Executive Education Center. By generating research in the key area of digitization, and with excellently equipped educational institutions in two of Europe's most important economic regions, TUM School of Management will be able to prepare the economic leaders of

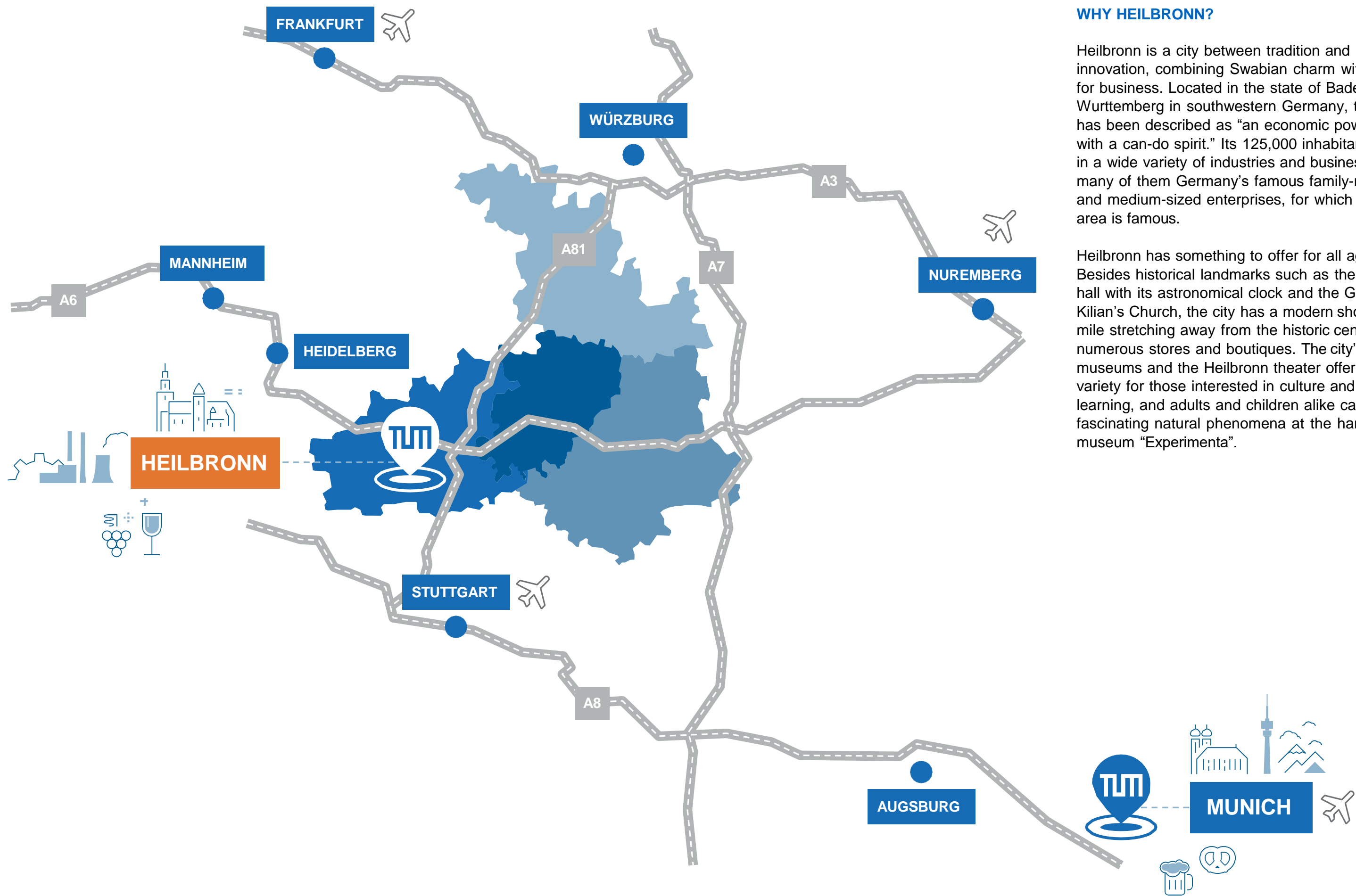
tomorrow for future socioeconomic upheaval. We will also be able to use our Executive Education platform to experiment with innovative approaches.

## FACULTY AND FACILITIES

TUM Campus Heilbronn will have 13 endowed professorships, complete with equipment and infrastructure, funded by the Dieter Schwarz Foundation. These professorships are to be established in the five academic departments of the TUM School of Management: Innovation & Entrepreneurship; Marketing, Strategy & Leadership; Operations & Supply Chain Management; Finance & Accounting; Economics & Policy. To ensure integrated, cross-disciplinary research and the required teaching for degree programs, the professorships will be assigned to the academic departments on a subject basis and to either the Global Center for Family Enterprise or the Center of Digital Transformation.

As one of the most ambitious higher education projects in Germany today, the „Bildungscampus Heilbronn“ provides first-class facilities for research and teaching. It aims to attract faculty, postdocs and students from all over the world. The architecture of the campus is designed to enable close interaction between staff and students.





# LIVING AND WORKING IN HEILBRONN

## WHY HEILBRONN?

Heilbronn is a city between tradition and innovation, combining Swabian charm with a flair for business. Located in the state of Baden-Württemberg in southwestern Germany, the city has been described as “an economic powerhouse with a can-do spirit.” Its 125,000 inhabitants work in a wide variety of industries and businesses, many of them Germany’s famous family-run small and medium-sized enterprises, for which the local area is famous.

Heilbronn has something to offer for all ages. Besides historical landmarks such as the town hall with its astronomical clock and the Gothic St. Kilian’s Church, the city has a modern shopping mile stretching away from the historic center with numerous stores and boutiques. The city’s museums and the Heilbronn theater offer great variety for those interested in culture and learning, and adults and children alike can explore fascinating natural phenomena at the hands-on museum “Experimenta”.

In recent years, a lively restaurant and bar scene has emerged along the Neckar River, just a few minutes’ walk from TUM Campus Heilbronn. The city itself is surrounded by vineyards. Around 120 family businesses produce the famous Württemberger wine, and enjoying a “Viertel,” or 0.25 liter glass of wine, at a “Besen,” – a traditional seasonal wine bar run by a winegrower-, is an essential part of any visit to the area.

For families with children, Heilbronn has excellent childcare facilities that are full-time and free of charge as well as a good range of schools, including the excellent Josef-Schwarz-Schule (part of Phorms Education), an international school where most lessons are conducted in English. The city also has much to offer in terms of leisure amenities and is also one of the safest in the region. In 2019, Heilbronn was hosting the BuGa, the German National Garden Show, one of the most prestigious projects for any German city and a great chance for urban development and new architectural highlights.

# THE GLOBAL CENTER FOR FAMILY ENTERPRISE AT A GLANCE

With the establishment of competence centers, TUM School of Management continues to increase its research strengths through more intense cooperation with other research establishments and corporate partners.

The Global Center for Family Enterprise (GCFE) is uniquely positioned to conduct research on a broad range of topics such as succession, strategy, innovation and governance in family firms. In particular, we are interested in understanding better the interplay between the “family” and the “enterprise”. It is of utmost importance for the Center to take an interdisciplinary approach taking into account various perspectives (e.g., psychological, sociological) to examine family enterprise behaviour. The Center’s research is mostly evidence-based and its goal is to achieve academic excellence while also researching highly relevant topics. Finally, the Center has a strong desire to create and disseminate knowledge.

## TRANSGENERATIONAL ENTREPRENEURSHIP IN FAMILY ENTERPRISES

To explore the mechanisms at the family level that lead to longevity of business activity and ultimately to value creation across generations, the concept of transgenerational entrepreneurship has been introduced. Prior research has identified succession (i.e., the transfer of ownership and management) and business innovation as being of crucial importance in ensuring family firms’ long-term survival and value creation. With regard to entrepreneurial behaviour in family firms, previous research has argued that they often struggle in retaining their entrepreneurial orientation across generations and that family members’ attachment to the business declines over time. In this vein, it is our aim within this research area to investigate the antecedents influencing entrepreneurial behaviour of family firms across generations.

## SUCCESSION IN FAMILY ENTERPRISES

Succession has been termed to be a critical event in a company’s life cycle as many family firms fail to successfully hand over their business to the next generation. In fact, less than 10 % of

all family firms manage to survive beyond the third generation. However, if planned carefully, succession can also serve as an opportunity for firm renewal as it determines the future organizational path for the coming years or even decades. Within research stream, we are interested in understanding better what factors encourage successful family-internal succession and how do elements of distributive justice play in.

## THE FAMILY AS AN ENTREPRENEURIAL TEAM

Entrepreneurship research has increasingly shifted from an individualistic view of the entrepreneur to a focus on entrepreneurial teams, thereby emphasizing that the pursuance of entrepreneurial activities involves collective action. Entrepreneurial team members are often connected by strong social ties such as family ties, resulting in the fact that the majority of businesses around the globe are family enterprises. Research on new venture teams is still fragmented and has largely adopted a static perspective on team composition. In this research center, we investigate how power is allocated among team members, how employees can complement the entrepreneurial team and entrepreneurial team dynamics.



# THE CENTER FOR DIGITAL TRANSFORMATION AT A GLANCE

With the establishment of competence centers, TUM School of Management continues to increase its research strengths through more intense cooperation with other research establishments and corporate partners.

The Center for Digital Transformation (CDT) researches issues related to digitization, its challenges, and opportunities. Our goal is to develop solutions through practice-oriented research and thus generate direct benefits for the economy and society. New findings flow directly into teaching to prepare our students for the tasks of the future.

## DATA DRIVEN DECISION MAKING

How can companies and organizations make decisions based on actual data rather than intuition? We apply big data analytics, machine learning and optimization to support decision making in health care, finance, marketing, and supply chain management. We refine the methods for specific applications and develop new algorithms and methods which can deal with the uncertainty usually present in data.

## DIGITAL PLATFORMS

How can businesses benefit from digital platforms? We study digital business models where competition as well as other determinants are taken into account. We develop methods and incentive schemes that help a platform to gain traction among users, suppliers as well as consumers, and investigate the necessary steps that need to be taken to establish successful platforms in the market.

## IMPACT OF DIGITAL TECHNOLOGIES ON BUSINESS

What impact do digital technologies have on business? We investigate the improvement of processes, business models and business ecosystems through the combination of various digital technologies in order to ensure the competitiveness of a company. We also explore the use of virtual reality and augmented reality in industry and investigate the impact of digitization on the financial markets.



# OUR VISION AND MISSION

## VISION

Being one of the leading management schools at the interface with technology, engineering and the sciences, contributing to solutions for the grand societal transformations.

## MISSION

Grounded in our technological and entrepreneurial ecosystem, we educate responsible talents and pursue relevant research to advance innovation-based businesses and societies in Germany, Europe, and the world.

# OUR VALUES

## PASSION FOR EXCELLENCE

We strive for excellence in our areas of research and publish our findings in order to create impact. We provide our students at all levels with a sound scientific education, not only to facilitate their starts in careers in business or in science, but also to improve their critical thinking so that they act responsibly in relation to society.

## CURIOSITY AND OPENNESS

We encourage research beyond disciplinary, institutional and national borders in order to open up new perspectives and generate novel research findings and ways to approach management practices. We develop talented individuals irrespective of gender, nationality, religion or belief, disability, age or sexual orientation, and we are determined to learn from our students' cultures, experiences, and opinions.

## RESPONSIBILITY AND INTEGRITY

We conduct research in line with the highest scientific and ethical standards and are committed to progress and innovation for improving people's lives. We teach general management skills with an emphasis on technology, and in doing so, advocate the United Nations' sustainability values of freedom, equality, solidarity, tolerance, respect for nature and shared responsibility.

## ENTREPRENEURIAL SPIRIT

We research entrepreneurship and innovation and integrate the results into the education of our students at all levels in order to enable our students to think and act entrepreneurially. We encourage our TUM colleagues, students and doctoral candidates to found growth-oriented start-ups, and facilitate their successful development.

## COLLEGIALITY AND "GEMÜTLICHKEIT"

We foster a climate of mutual interaction, help, and collaboration among students, faculty, and administrative staff. We cultivate an attitude of "Gemütlichkeit" – the Bavarian way of life – and a warm and friendly atmosphere within the school.



# RESEARCH TUM SCHOOL OF MANAGEMENT

Research at the TUM School of Management is characterized by its interdisciplinary approach:

theoretical innovation along with ground-breaking applied research taking place at the interface between management, engineering and the natural and life sciences. Within the framework of this strategic orientation, research is undertaken in the areas of Innovation & Entrepreneurship, Marketing, Strategy & Leadership, Operations & Technology, Finance & Accounting, and Economics & Policy. With the establishment of additional competence centers, TUM School of Management continues to increase its research strengths through more intense cooperation with other research establishments and corporate partners.

## ACADEMIC DEPARTMENTS

### INNOVATION & ENTREPRENEURSHIP

The Innovation & Entrepreneurship department explores developments in the management of innovation and start-ups. Its research focus lies on empirical studies. Research topics include corporate strategies for profiting from innovation, openness in innovation processes, innovation by users, patent management, the recognition of business opportunities, the psychological processes of entrepreneurial individuals and teams, strategies for young companies and understanding the consequences of entrepreneurial failure.

### MARKETING, STRATEGY & LEADERSHIP

The Marketing, Strategy & Leadership department focuses on the planning and achievement of market and company targets. The primary interest of the department is in the empirical investigation of attitudes, motivation and behavior among employees, management, customers and consumers.

### OPERATIONS & TECHNOLOGY

The Operations & Technology department focuses on analyzing, modeling and optimizing decisions relating to the design and operation of manufacturing and service systems such as logistics and supply chains. Research by the department focuses on decision support for real-world problems through the development and application of novel techniques in the area of operations research and management science.

### FINANCE & ACCOUNTING

The Finance & Accounting department combines the traditional fields of corporate finance, management accounting and financial accounting. The department conducts empirical, theoretical and experimental research. Several industry cooperation projects are run by the department, which is also home to the Center for Entrepreneurial and Financial Studies (CEFS), focusing on entrepreneurial finance. In addition, the Center for Energy Markets (CEM) was recently founded in the department and focuses on the economic and financial analysis of the wider area of energy markets.

### ECONOMICS & POLICY

The Economics & Policy department examines economic processes with a focus on the role of public policy. It addresses contemporary policy issues by means of theoretical and empirical investigations into public economics, health economics, industrial organization, environmental economics, sustainable resources management, agricultural and food economics, forestry, energy economics and the economics of aging. Special emphasis is given to policy conflicts among equity, efficiency and sustainability.






# TEACHING



Teaching at the TUM School of Management takes place at the intersection of management, engineering, and the natural and life sciences. Our more than 6,000 students receive a thorough university education along with opportunities to put theoretical knowledge into practice. Course content is constantly updated in line with the latest research and management practices.

## ACADEMIC PROGRAMS



### Undergraduate program

- Munich  **Bachelor in Management and Technology (B.Sc.)**  
Combine the best of two worlds
- Heilbronn  **Bachelor in Management and Technology (B.Sc.)**  
Take off with a head start
- Straubing  **Bachelor in Sustainable Management and Technology (B.Sc.)**  
Take charge for a greener planet




### Graduate program

- Munich  **Master in Management and Technology (M.Sc.)**  
Build bridges between business and science
- Munich  **Master in Management (M.Sc.)**  
Stand out from the crowd
- Heilbronn  **Master in Management (M.Sc.)**  
Linking management and sciences
- Munich  **Master in Consumer Sciences (M.Sc.)**  
Understand your target group
- Munich  **Master in Finance and Information Management (M.Sc.)**  
Own finance in the digital era
- Straubing  **Master in Sustainable Management and Technology (M.Sc.)**  
Drive green transformation

### Young professional program

- Heilbronn  **Master in Management and Innovation (M.Sc.)**  
Boost your career
- Munich and HEC Paris  **Master in Management and Innovation (M.Sc.)**  
Boost your career

### Executive MBA programs\*

- Munich  **Executive MBA**
- Munich and St. Gallen  **Executive MBA in Innovation and Business Creation**
- Munich  **Executive MBA in Business and IT**

\* Part-time Study

# THE INNOVATION & ENTREPRENEURSHIP DEPARTMENT AT A GLANCE

## WHO WE ARE

As of June 1, 2023, the Innovation and Entrepreneurship (I&E) department includes Oliver Alexy, Christoph Ann, Frank-Martin Belz, Miriam Bird, Nicola Breugst, Jens Förderer, Joachim Henkel, Oliver-Mark Mackenrodt, Hana Milanov, Holger Patzelt, Sebastian Pfothauer, Melanie Richards, Anne Tryba, Siddharth Vedula, and Amy Zhao-Ding as faculty.

## WHAT WE DO

In their teaching and research, the members of the I&E department strive to improve our understanding of what new technologies mean for existing and novel organizations, and for society at large. Accordingly, I&E department members specialize on questions around entrepreneurial activities, innovation management and policy, intellectual property rights, organization design, and responsible innovation.

## WHAT THAT MEANS

Specific research topics include for example crafting and implementing corporate and entrepreneurial strategies to profit from innovation, designing and managing innovative organizations from small teams up to platforms and ecosystems, discovering and developing new technologies, as well as the openness in innovation processes, patent management and law, the framing of innovation policy, and the development of policy guidelines for responsible innovation.

In particular Jens Förderer's research focuses on the platform economy and their potential for innovation, e.g. by asking how companies can attract other firms to their own platforms, while protecting themselves from similar competitors. In the research of Joachim Henkel he shows how firms balance open and proprietary approaches in their efforts to profit from innovation, specifically by looking at user innovation, markets for technology or questions arising from patent management and infringements. Innovation

policy and strategy at the national and regional level, the testing of innovation models, and the topic of responsible innovation are the research fields of Sebastian Pfothauer, who is concerned in this regard with the connection between science and innovation in (inter)national contexts and their complex socio-technical transformations.

These cutting-edge insights further drive evidence-based I&E teaching at TUM at the Bachelor's, Master's, and Executive level, and are used to help entrepreneurial ventures, established companies, and government and policy-makers make more informed decisions. Finally, the I&E department is home to the Entrepreneurship Research Institute (ERI) which is closely tied to all TUM-wide entrepreneurship activities, and also co-located with the TUM Incubator and TUM's affiliated institute UnternehmerTUM, one of the largest centers for innovation and business creation in Europe.



# POSITION DETAILS

FOR A POTENTIAL TENURE TRACK ASSISTANT PROFESSOR, ASSOCIATE PROFESSOR  
OR FULL PROFESSOR IN »TECHNOLOGY MANAGEMENT«

The position could be a tenured W2/W3 position. The professorship is endowed by the Dieter Schwarz Foundation and will be located in Heilbronn.

## SCIENTIFIC ENVIRONMENT

The professorship will be assigned to the TUM School of Management and is affiliated with the Innovation & Entrepreneurship Department. The scientific environment for the professorship will be the TUM Campus Heilbronn and the professorship is targeted to join the Global Center for Family Enterprise or the Center for Digital Transformation. The school is currently listed one of the strongest German business school for research. We aim to create real impact through our research contributing to solving humanity's greatest challenges. Existing members of the business school publish regularly in top business, economics and general science journals. An interdisciplinary research environment awaits the successful candidate.

## RESPONSIBILITIES

The responsibilities include research and teaching as well as the promotion of early-career scientists. We seek to appoint an expert in the research area of Technology Management with a focus on management of innovation, technological change and technology management from a variety of perspectives, including strategic, managerial, behavioral, and entrepreneurial issues that may emerge within family enterprises and (new) organizations. Research focus is complementary to the broader areas of TUM and to the existing department and center members. Teaching responsibilities include courses in the university's bachelor and master's programs with a focus on management of innovation and technological management in family enterprises. Teaching includes compulsory and elective modules.

TUM values experience in executive teaching. The successful candidate is expected to participate in establishing and developing the respective research center and the new study programs at TUM Campus Heilbronn. Furthermore, current efforts and topics at the TUM Campus Heilbronn (data science and firms in the digital age) should be advanced.

## QUALIFICATIONS

We are looking for candidates with an exceptional international research and teaching reputation and an established academic record (associate level) through an internationally recognized research program (full level). A university degree and an outstanding doctoral degree as well as pedagogical aptitude, including the ability to teach in English, are also prerequisites. Substantial research experience abroad and an extensive, international research network are expected. Interdisciplinary research projects are desirable. The proven ability to gain and to lead cooperative research projects and to attracting third-party funding (DFG, EU, AiF) as collaborative research projects are becoming increasingly desirable.

## OUR OFFER

Based on the best international standards and transparent performance criteria, TUM offers a merit-based academic career path for tenure track faculty from Associate Professor to Full Professor. The regulations of the TUM Faculty Recruitment and Career System apply. TUM provides excellent working conditions in a lively scientific community, embedded in the vibrant research environment at Bildungscampus Heilbronn and more broadly TUM School of Management; close interaction and knowledge transfer with family-owned firms and the German medium-sized businesses ("Mittelstand") in the Heilbronn region. The TUM environment is multicultural, with English serving as a common interface for scientific interaction. TUM offers attractive and performance-based salary conditions and social benefits. The TUM Munich Dual Career Office (MDCO) provides tailored career consulting to the partners of newly appointed professors. The MDCO assists the relocation and integration of new professors, their partners and accompanying family members.

### QUESTIONS:

For questions, please get in touch with the members of the search committee:

[Prof. Dr. Miriam Bird](#)

[Prof. Dr. Joachim Henkel](#)

[Prof. Siddharth Vedula, Ph.D.](#)

# PROFESSORSHIP AT TUM

## TUM FACULTY RECRUITMENT AND CAREER SYSTEM

**W2 tenure track assistant professors** at TUM receive a six-year contract, always with the option of tenure. This means that they can be promoted to a tenured W3 associate professorship following a positive tenure evaluation. Later in their career, if they meet TUM's demanding performance criteria, they may be appointed to a W3 full professorship.

**W3 associate and full professorships** are mostly permanent W3 professors who have achieved substantial success in research, external fundraising and academic teaching.

## SALARY

In Germany, professors are usually civil servants, remunerated in accordance with what is known as "W-Besoldung," a system of salary scales for scholars (the W stands for "Wissenschaft," meaning academia). Germany is a federation in which each individual federal state ("Land," plural: "Länder") has jurisdiction over the basic pay of its civil servants.

The initial monthly gross basic salary for a W2 tenure track assistant professor in Bavaria is around EUR 6.100 and for a W3 associate or full professor around EUR 7.200. On top, each professor can receive individually negotiated payments and is entitled to a special annual benefit payment.

## ADDITIONAL INFORMATION FOR PROFESSORS AT TUM

The **TUM faculty tenure track** is an end-to-end, six-year system with a strict quality focus aimed at promoting young academics on the basis of transparent performance standards. With our support, tenure track assistant professors develop their academic skills, interdisciplinary expertise and networking ability. We offer a reduced teaching load to our tenure track professors for an enhanced focus on research. Tenure track assistant professors at TUM receive a competitive entry package, the help of a mentoring team, structured status and counseling discussions with the dean and the mentoring team (annual performance reviews), and quality assurance by the TUM Appointment and Tenure Board. They are members of the TUM Tenure Track Academy, which organizes a kick-off event and professional development programs.

Tenure track assistant professors develop independent, internationally competitive research and teaching programs that are approved by the university. They independently raise external funds for projects. They support their own doctoral students and are permitted to award doctorates. Once a year, they write a brief biobibliography. They prepare for two status assessments at the

end of their second and fourth years and submit a complete evaluation dossier for the tenure evaluation process during the last year.

This clear structure of regular evaluation and mentoring meetings enables tenure track assistant professors to develop their professional career in a concise manner. If they receive a positive evaluation at the end of the six years period, they are awarded a tenured W3 associate professorship.

With the **post-tenure performance monitoring** TUM implements a monitoring system for benchmarking and documenting the performance of its tenured W3 associate and full professors in order to continuously review its claim to excellence. This review process decides whether the additional endowments and merit pay, granted during appointment negotiations, are prolonged over the initially five years.

Furthermore TUM offers them the **career advancement from associate to full professor**, in case the professor has achieved substantial success in research, external fundraising and academic teaching.



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