

Forschungsbericht – 2017 Research Report

Summary

Karlshochschule International University, in the first quarter of 2018, had 10 full-time/associated professors, three honorary professors, three part time professors, two professors on unpaid vacation and other part-time associated lecturers. Staffing continues to be a major challenge given the current scenario and next year will have a lower output. The total output of the staff for 2017 was 13 peer reviewed journal papers (up from 6 last year); 2 edited books (versus 3 last year); 15 book chapters (versus 30 book chapters), 10 conference papers (versus 14 last year) and in addition, 1 special journal issue, 1 report and 1 policy paper.

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 average journal output was higher than this amount.

Grants and Foundations are important measures of academic standing. We have two grants ongoing/just completed in 2017 by F. Javier Montiel. Stephan Jansen is the head of the research center “Center for Philanthropy & Civil Society”. The centre has cooperation’s with Social Entrepreneurship Network Baden- Württemberg; Hoepfner (Karlsruhe) and Caritas (Strategy & Master for Social Space Innovation).

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. Our staff have accumulated one research award, numerous keynote talks, and our community impact continues to be high. They have been active on media and presented at invited talks. They have organized two conferences and several workshops. The two conferences are: The Annual Academy of Internal Business Conference in Dubai, UAE with over 1000+ international participants and the Annual Conference for Arts Management: Cultural Leadership and Innovation in Hamburg, a specialty niche conference.

Karlshochschule is dedicated to facilitating student research. In 2017, our Bachelor and Master students completed 134 theses under 27 supervisors

(internal and external). Two professors worked with PhD candidates in primary supervisory role. Several of our professors presented their research to the 5th semester Bachelor students. We introduced the Karl's Magazine where we showcased some of the student theses. The link is available here:

https://karlsruhochschule.de/fileadmin/files/KarlsMagazine_2018.pdf

For the next year the challenges remain (1) increasing high impact research (focusing more on impact journals), (2) increasing conference attendance (carving out more time and flexibility for research) (3) getting more research assistance for research active staff (4) instituting the research ethics policy (enclosed) and other research enhancing policies and (5) formalizing more strategic tie-ups for research. We hope to reintroduce the Karls conference soon.

On behalf of the Research Committee: Prof. Dr. Melodena Stephens
Balakrishnan & Prof. Dr. Stephan Sonnenburg.

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.

1

Appendix 1: Research Publications

Journal Papers

Küpers, W. (2017), "Inter-Play(ing) – Embodied possibilities of serious play at work, *Journal of Organisation and Change Management*, 30(7): 993-1014.

Küpers, W. (2017) (with C. Howard), "Inter-placed Mobility in the Age of "Digital Gestell", *Transfer*, 7(1), 4–25.

Küpers, W. (2017), "States-of-the-Arts in Organization & Leadership Practices that "make sense" – A Poly-logue in Three Parts: Part I – Embodied Senses and its making in Organizations", *Organizational Aesthetics*, 6(1), 135-164.

Küpers, W. (2017), “Embodied Performance and Performativity in Organizations and Management”, Special Issue: ‘Putting Critical Performativity to work’, *M@n@gement*, 20(1): 89-106.

Reichel, A. (2017). “Shape of things to come: From the «Laws of Form» to management in the postgrowth economy”, *Ephemera: Theory and Politics in Organization*, 17(1), 89-118.

Reichel, A. (2017), “From Hardware to Hardcore: Formalizing Systems with Form Theory”, *International Journal of Systems and Society*, 4(1), 37-48.

Sonnenburg, S. and Runco, M. (2017), “Pathways to the Hero’s Journey: A Tribute to Joseph Campbell and the 30th Anniversary of His Death”, *Journal of Genius and Eminence*, 2(2), 1-8

Sonnenburg, S. (2017), “From zero to hero: A metaphorical amplification of design thinking”, *Journal of Genius and Eminence*, 2(2), 105-115.

Sonnenburg, S. and Manz, L. (2017), “Moments to despair in the co-creative process”, *Journal of Business Creativity and the Creative Economy*, 3, 75-87.

Wagner, D.N. (2017), “Bulletproof From delivery to interactivity when teaching with PowerPoint”, *International Journal of Innovation in Education*, 4(1), 16-31.

Wagner, D.N. (2017), “Learning from Aviation Project Resource Management to avoid Project Failure”, *PM World Journal*, Volume VI, 2 – 12.

Journal Special Issues (Edited)^[SEP] **Sonnenburg, S.** and Runco, M. (2017) (Eds.), “The hero’s journey: A tribute to Joseph Campbell

and his 30th anniversary of death”, Special Issue, *Journal of Genius and Eminence*, 2(2).

Books (Edited)^{[L][SEP]} **Balakrishnan, M.S.**, Moonesar, I.A., Awamleh, R. and Rowland-Jones, R. eds., 2017. *Actions*

and Insights: Middle East North Africa (Vol. 6): UAE – Public Policy Perspectives. UK:

Emerald Group Publishing. Translated into Arabic.^{[L][SEP]} **Küpers, W., Sonnenburg, S. and Zierold, M.** (2017). (Eds.): *Rethinking Management*.

Wiesbaden: Springer VS. Link:

http://link.springer.com/chapter/10.1007%2F978-3-658-16983-1_1

Reports

Müller, Andreas / Montiel Alafont, Francisco Javier /Lietz, Roman (2017): *Country report Germany: Halfway to Integration: Observations on Recognition, Participation, and Diversity Management Practices in the Region of Baden*, Mailand, Fondazione

2

ISMU. ISBN 9788864471600, [online] <http://www.ismu.org/wp-content/uploads/2017/04/Country-report_Germania.pdf>.

Book Chapters

Balakrishnan, M.S., Moonesar, I.A. and Al Marri, A.S. (2017), “His Highness Sheikh Mohammed bin Rashid Al Maktoum: A vision of tomorrow”, In: M.S. Balakrishnan, I.A. Moonesar, R. Awamleh, and R. Rowland-Jones, eds. *Actions and Insights: Middle East North Africa (Vol. 6): UAE – A Public Policy Perspective*. UK: Emerald Group Publishing. pp. 21-66. Translated into Arabic.

Balakrishnan, M.S. and Moonesar, I. A. (2017), “Emirates Group: Spearheading the Dubai aviation model”, In: M.S. Balakrishnan, I.A. Moonesar, R. Awamleh, and R. Rowland-

Jones, eds. *Actions and Insights: Middle East North Africa (Vol. 6): UAE – A Public Policy Perspective*. UK: Emerald Group Publishing, pp. 177-190. Translated into Arabic.

Balakrishnan, M.S. (2017), “Country reputation”, In: M.S. Balakrishnan, I.A. Moonesar, R. Awamleh, and R. Rowland-Jones, eds. *Actions and Insights: Middle East North Africa (Vol. 6): UAE – A Public Policy Perspective*. UK: Emerald Group Publishing. pp. 103-138. Translated into Arabic.

Bohnenkamp, B. (2017), “ReThinking Studying Marketing”, In: Küpers, Wendelin, Sonnenburg, Stephan and Zierold, Martin (Eds.), *ReThinking Management. Perspectives and Impacts of Cultural Turns and Beyond*. Springer: Wiesbaden, pp. 191- 204.

Jansen, S. A. (2017): Magnetische Metropolen, in: Armin Nassehi (Hrsg.), *Kursbuch 190 Stadt. Ansichten*. Murmann Verlag.

Jansen, S. A (2017), Sinnlichere Bildung und wirksameres Wissen, in: *Globart* (2017): *Wirklichkeit(en). Gegenwart neu wahrnehmen - Zukunft kreativ gestalten*, De Gruyter, S. 42-48.

Jansen, S. A (2017), Über das Scheitern von Unternehmern (Silicon Valley - Berlin): Mythen und Magie, in: Nadine Schimroszik 2017. Gliederung

Küpers, W. (2017), “Introduction: Contexts and Complexities of Wisdom Learning in Management and Business Education”, In: Küpers, W. & Gunnlaugson, O. (eds), *Wisdom Learning: Perspectives on Wising-Up Management & Business Education*, (1- 38), London: Routledge.

Küpers, W. (2017), “Embodied Aesth-Ethics for Developing Practical Wisdom in Management Education/Learning, In: Küpers, W. & Gunnlaugson, O. (eds), *Wisdom Learning: Perspectives on Wising-Up Management & Business Education*, (272-311), London: Routledge.

Küpers, W. (2017), "The embodied Inter-Be(com)ing of Spirituality. The in-between as spiritual sphere in practically wise organizations"; In: Nandram, S. (ed), *Managing VUCA by an Integrative Self-Managed way: Enhancing Integrating Simplification Theory*, (229-247), London: Springer.

Küpers, W. (2017), (with C. Howard), "Embodied travelling in a planetary landscape: mediated responsivity and inter-placed mobilities", In: *Tourism and embodiment, Routledge Advances in Anthropology*, eds C. Palmer & H. Andrews London: Routledge (forthcoming)

3

Reichel, A. (2017), Wachstumsindifferenz: Generische Strategien für die Postwachstumsökonomie. In T. Wunder (Ed.), *CSR und Strategisches Management* (325-339). Berlin: Springer Gabler.

Wagner, D.N. (2017), Graceful Degradation and the Knowledge Worker. In: Küpers, W., Sonnenburg, S. and Zierold, M. (eds.): *Re-Thinking Management*. Wiesbaden: Springer VS.

Wee, D. and Koens, K. (2017), 50 Shades of Hospitality: Exploring intimacies in Korean love motels. In C. Lashley (ed.) *The Routledge Handbook of Hospitality Studies*. London and New York: Routledge, pp.348-361.

Zierold, M. and Zwack, J. (2017), Selbststeuerung im Widerstand Was hilft, wenn nichts mehr geht? In: Schmid, B., König, O. (ed.): *Train the Coach: Konzepte Modelle und Theorien für die professionelle Weiterbildung von Coachs, Teamcoachs, Change-Agents, Organisationsentwicklern und Führungskräften*. Bonn: Manager-Seminare Verlag. Link: <http://www.managerseminare.de/Verlagsprogramm/Train-the-Coach-Konzepte,250907>

Policy Brief^{[L][SEP]} **Balakrishnan, M.S.**, and Moonesar, I.A. (2017), UAE sovereign wealth funds as enablers of the

global factory, *Mohammed Bin Rashid School of Government Policy Brief*, No. 45.

Conference Papers^{[L][SEP]} **Balakrishnan, M.S.**, Hamzaoui Essoussi, L., Papadopoulos, N., Richter, U., Balasubramanian, S.

and Michael, I. (2017), "Using brand fit to manage the complexity of place in brand architecture", In: *59th Academy of International Business Annual Conference. The contribution of MNEs to building sustainable societies*. Dubai, UAE, 2-5 July.

Bohnenkamp, B. (2017), "Vom Zugang zu Konsumenten: Die Verschiebung vom Persuasions- zum Überwachungsdispositiv im Marketing", Jahrestagung der Gesellschaft für Medienwissenschaften, Erlangen, Oct. 4-7.

Küpers, W. (2017), "Cultivating Sustainable Organizational Bodies by Embodied and Playful Learning as an 'Inter-Practice'" for ARTEM conference sub-stream: Connecting creativity and sustainability via human body: Re-creating creative and sustainable organizational bodies through body-based management learning, ICN, Nancy, September.

Küpers, W. (2017), "En-Fleshed Inter-Practices' for more Sustainable Organisational Life- Worlds", paper for 'CARNE – Flesh and Organization' 5th Standing Conference on Organizational Symbolism Università' degli Studi di Roma La Sapienza, July 2017.

Küpers, W. (2017), "Inter-Prâxis – Integrating Prâxis, Practice, Phronesis for enacting Transformative Sustainable Development in Organisation & Leadership", Paper for EURAM 2017, Glasgow, UK. STREAM: T 01_08 Describing Work and Action from Ontology to Politics in Management.


Küpers, W. (2017), “The Role of Embodied Ethos for an Integral ‘Aesth-Ethical’ and Wise Practices & Praxis in Organisations”, paper for Sub-theme 12: Being Good or Looking Good? Interrogating the Contradictions and Tensions in Organizational Ethics EGOS 2017.

Küpers, W. (2017), “Embodied Re-Design for Sustainability Development – From Design Thinking towards an Design Doing, paper for presentation at workshop on design thinking and sustainability at Leuphana University, Lüneburg in connection to 'SaM' research project (www.leuphana.de/sam).

4

Girrbach, P. (2017), “Supporting Sustainability and Innovation by value-oriented Leadership“, 5th International Conference Innovation Management, Entrepreneurship and Sustainability, 25th - 26th May, Prague, Czech Republic

Girrbach, P. (2017), “Value-Based Corporate Governance – The Power Of Silent Leadership“, 9th International Scientific MOTSP-Conference, (Management of Technology - Step to Sustainable Production), April 5th - 7th, Dubrovnik, Croatia

Awards  **Balakrishnan, M.S.** (2017), Best Reviewer. *59th Academy of International Business annual*

conference, Dubai, UAE

Invited Talks/ Lectures, Interviews, Media, Blogs

Balakrishnan, M.S. (2017), “The roadmap for building a business with heart“, *Entrepreneur Middle East*, 24 April. Available at: <https://www.entrepreneur.com/article/293126> [Accessed 25 April, 2017].

Balakrishnan, M.S. (2017), “Entrepreneurship: Stepping forward and the successful startup mindset’, Talk at *Dubai*

Expat Woman, Dubai Polo and Equestrian Club, Dubai, UAE, 14 September.

Balakrishnan, M.S. (2017), "Outreach and fundraising", Talk at the Chapter Chair Workshop, *59th Academy of International Business*, Dubai, UAE, 2 July.

Balakrishnan, M.S. (2017), "Building sustainable societies", dated 29 July. Available at: <https://www.linkedin.com/pulse/building-sustainable-societies-melodena-stephens-balakrishnan> [Accessed 30 August, 2017].

Balakrishnan, M.S. (2017), "59th annual Academy of International Business conference Dubai", July 1-5, 2017, dated 8 July. Available at: <https://www.linkedin.com/pulse/59th-annual-academy-international-business-conference-melodena> [Accessed 8 July, 2017].

Balakrishnan, M.S. (2017), "Leadership is about managing stress", dated 27 May. Available at: <https://www.linkedin.com/pulse/leadership-managing-stress-melodena-stephens-balakrishnan?articleId=6274142638010699776#comments-6274142638010699776&trk=prof-post> [Accessed 27 May, 2017].

Balakrishnan, M.S. (2017), "Graduates and career: Global stepping stones and opportunities", dated 10 January. Available at: <https://www.linkedin.com/pulse/graduates-career-global-stepping-stones-opportunities-melodena> [Accessed 10 January, 2017].

Balakrishnan, M.S. (2017), "Business strategies for the New Year (Part 1): Creating value – people", dated 2 January. Available at: <https://www.linkedin.com/pulse/business-strategies-new-year-part-1-creating-value-melodena> [Accessed 2 January, 2017].

Balakrishnan, M.S. (2017), "Tech Entrepreneurship to leapfrog developmental challenges and create sustainable societies", In:

geworden?", Zwei Positionen in der Geburtstagsausgabe brand eins 200, Mai 2017 **Jansen, S. A.**, Bornschein, C. and Mahrenholz, P.J. (2017), „Keine dunklen digitalen Mächte.

Trumps Wahlkampfmarketing“, in: *brand eins*, 01/2017, S. 104-107. **Jansen, S. A.** (2017), Soziale Innovationen der Digitalen Transformationen“, Digital-Gipfel,

Münchener Kreis mit BMin von der Leyen. **Jansen, S. A.** (2017), Post-Verbrennungsmotor-Strategien, Die nächste Mobilität als

Geschäftsmodell-Offensive, Esslingen, 13.07.2017. **Jansen, S. A.** (2017), Workshop: Geschäftsmodelle in der Moralisierten Mobilität. AUDI

Academy, Schloss Hohenkammer, 03.06.2017 **Jansen, S. A.** (2017), „Intersektorale Hybridierungen“, Fachvortrag an der Wirtschaftsuni

Wien. **Jansen, S. A.** (2017), „Ideen- und Ideologien Geschichte Silicon Valley“, Fachtagung der

Universität Tübingen. **Jansen, S. A.** (2017), „Zukunft der Zivilgesellschaft in der Digitalisierung“, Vortrag und Seminar

an der Alanus Hochschule, Alfter. **Jansen, S. A.** (2017), „Künstliche Intelligenz und Journalismus“, Verband österreichischer

Zeitungen, Fiss, Tirol. **Jansen, S. A.** (2017), “Artificial Intelligence and the Future of Education”, nextM, Vienna

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

Vienna Science Center, 23.03.2017. **Jansen, S. A.** (2017), „Makro-Dimensionen der Automobilindustrie: Digitalisierung“,

Nachhaltigkeit, Urbanisierung bei AUDI, VD-Vollversammlung, Ingolstadt, 07.02.2017. **Jansen, S. A.** (2017), „Intersektorale

Veränderungen und Konsequenzen für den Wohlfahrtssektor“, Impuls für die Strategiekommission der Caritas, Stuttgart,

12.01.2017. **Reichel, A. (2017)**. Sustainability 4.0 – Making the Digital Economy work for Sustainability,

Talk Deutsches CSR-Forum, Ludwigsburg, 5 April 2017. **Reichel, A. (2017)**. Wie hast Du's mit dem Wirtschaftswachstum? Über die Gretchenfrage

der Nachhaltigen Entwicklung. Invited lecture at the Eberhard Karls Universität

Tübingen, 11 December. **Reichel, A. (2017)**. *Wie digital ist unsere Welt 2050? Die Rolle der Digitalisierung für eine <2*

Grad Welt. Keynote Jahrestagung 2017, Stiftung 2grad, Berlin, 22 November 2017. **Reichel, A. (2017)**. *Wachstum vs. Klimawandel*. Interview (live TV, German), 3sat makro, 17

November 2017. **Reichel, A. (2017)**. *Sustainability: From Science to Politics to Ethics: Laudation for Jeffrey D.*

Sachs. GLOBART Award 2017, Vienna, 9 November 2017. **Reichel, A. (2017)**. *Kein Wachstum oder neues Wachstum? Wege zu einer großen*

Transformation. Keynote at Evangelische Akademie Bad Boll, 28 July.

6

Reichel, A. (2017). *Übergang zur Next Economy*. Talk at 12min.me at Wizeman.SpaceStuttgart, 13 July 2017. (YouTube video link).

Reichel, A. (2017). *Sustainability 4.0 – Auf dem Weg in die Mitmachwirtschaft*. Talk at HTWG Konstanz, 12 April 2017.

Reichel, A., 2017. Sustainability 4.0 – Making the digital economy work for sustainability. In: *Academic CSR-Summit im Rahmen des Deutschen CSR-Forums 2017*. Ludwigsburg, Germany, 5 April.

Reichel, A. (2017). *Übergang zur Next Economy*, Online Interview, Forum Nachhaltig Wirtschaften, 20 February.

Reichel, A. (2017). *Vernetzte Wertschöpfung: Warum wir Digitalisierung als soziales Phänomen betrachten müssen*, Online Interview, Huffington Post Deutschland, 12 February 2017.

Sonnenburg, S.(2017), "Neue Kreativ-Serie: So werden Brainstormings endlich produktiv", W&V, dated 09.01., Available:

www.wuv.de/agenturen/neue_kreativ_serie_so_werden_brainstormings_endlich_produkativ

Sonnenburg, S. (2017), "Kreativer scheitern: Warum Fehler und Qualen dazu gehören", W&V 21.02.2017,

www.wuv.de/agenturen/kreativer_scheitern_warum_fehler_und_qualen_dazu_geh

Sonnenburg, S. (2017): "Macht Trump uns alle kreativer", W&V 04.04.2017,

www.wuv.de/agenturen/interview_macht_trump_uns_alle_kreativer

Sonnenburg, S. (2017): "Diese Techniken machen kreativer", W&V 23.05.2017, □

www.wuv.de/agenturen/diese_techniken_machen_kreativer
Sonnenburg, S. (2017): "Was bringt Design Thinking in Agenturen?", W&V 18.09.2017, □

https://www.wuv.de/agenturen/was_bringt_design_thinking_in_agenturen
Sonnenburg, S. (2017): "So schickt man Kreative auf eine Heldenreise", W&V 11.12.2017, □

https://www.wuv.de/karriere/so_schickt_man_kreative_auf_eine_heldenreise **Wagner, D.N.** (2017): Fehler machen und Risiken bewältigen. Keynote. PM-Forum der

Deutschen Bundesbank. Königstein. **Wagner, D.N.** (2017): Faktor Mensch - Mit Sicherheit in einer automatisierten Welt.

Wissenschaftsfestival Effekte. Karlsruhe. **Wagner, D.N.** (2017): Human (F)Actor Management. . 13. Deutsches CSR-Forum 2017.

Internationales Forum für Nachhaltigkeit und Zukunftsfähigkeit. Ludwigsburg. **van Elst, H. (2017)** Blog entry "Nobel network of sustained

cocreation": [http://blog.karlsruhochschule.de/2017/10/04/nobel-network-sustained-](http://blog.karlsruhochschule.de/2017/10/04/nobel-network-sustained-cocreation/)

[cocreation/](http://blog.karlsruhochschule.de/2017/10/04/nobel-network-sustained-cocreation/) **Salzenstein, A. and Zierold, M.** (2017): Arts Management Education: "We need to unlearn

the ways in which we learned in the past". In: Artsmanagement.net, 6.3.2017, Available at <http://artsmanagement.net/index.php?module=News&func=display&sid=1800>

Editor of Book Series:

Balakrishnan, M.S. (2017), Actions and Insights, Emerald Group Publishing: UK. **Zierold, M.** (2017), Series Giessen Contributions to the Study of Culture, wvt-Verlag, Trier (with Horst Carl, Wolfgang Hallet, Ansgar Nünning), overview:

<http://www.wvttrier.de/top/beschreibungen/ID969.html>

Zierold, M. (2017), Series Handbooks and Studies in Media Cultural Studies, wvt-Verlag, Trier (with Knut Hieckethier, Ansgar Nünning, Co-Editor since Vol. 7), overview:
<http://www.wvttrier.de/top/Beschreibungen/ID1008.html>

Zierold, M. (2017), Series Popular Culture and Media, Lit-Verlag, Berlin/Münster (with Christoph Jacke), overview:
<http://www.lit-verlag.de/reihe/pkum>

Conference Organization

Balakrishnan, M.S. (2017), Conference organizer and local host. 59th Academy of International Business annual conference. *'The contribution of MNEs to building sustainable societies*, Dubai, UAE, 2-5 July.

Balakrishnan, M.S. (2017), Track Chair for Managing Turbulence and Uncertainty. *59th Academy of International Business annual conference, special interest track*, Dubai, UAE. New track for AIB.

Balakrishnan, M.S. (2017), Chair and panel organizer, Changing Role of International Business Organizations' and 'Building sustainable societies: Public policies and private actors. *59th Academy of International Business annual conference*, Dubai, UAE. 2017, Dubai, UAE, 3 July. *Panel members*: representative of H.H. Sheikha Shamma Bint Sultan Bin Khalifah Al Nahyan; Fadi Ghandour, Founder and Vice Chairman Aramex and Managing Partner, Wamda Capital; Fred Sicre, Managing Director, The Abraaj Group; Dr. Mukund Rajan, Head of International Business and Ethics and Sustainability, Tata Group; Faisal Gilani, Head of Middle East & Africa, Gavi, the Vaccine Alliance;

Balakrishnan, M.S. (2017), Panel member, Women in Business in the United Arab Emirates. *59th Academy of International Business annual conference*, Dubai, UAE, 3 July, UAE.

Reichel, A. (2017), *Darf das Wachstum Grenzen haben?* Keynote/Workshop at 20. Globart Academy, Krems, Austria, 23 September 2017.

Reichel, A. (2017), *Wirtschaftswissenschaften und sozial-ökologische Transformation.* Workshop and Panel Discussion, IÖW, Berlin, 6 November 2017.

Reichel, A. (2017), Moving Beyond Growth in Management Research, Practice & Education. *Professional Development Workshop (Organizer/Speaker), Academy of Management Annual Meeting, Atlanta (GA), 5 August 2017.*

Zierold, M. (2017), Roundtable Beyond the Theory/Practice-Divide (Role: Organizer, Chair, Participant), German Association for Arts Management, Weimar, Germany, 20 January 2017. Website: http://www.fachverband-kulturmanagement.org/wp-content/uploads/2016/04/FVTagung2017_FlyerFINAL-2.pdf

Zierold, M. (2018), Annual Conference for Arts Management: Cultural Leadership and Innovation (Role: Co-Organizer), Hamburg, 17-19 January 2018

Miscellaneous^[SEP] **van Elst, H.** (2017), Participation in the Spring Meeting of the German Physical Society (DPG)

at TU Dresden from March 19 to March 23, 2017.^[SEP] **van Elst, H.** (2017), Successful completion of coursera.org MOOCs (i) Machine

Learning <https://www.coursera.org/learn/machine-learning> (97.6%) and (ii) Bayesian Statistics: Techniques and Models <https://www.coursera.org/learn/mcmc-bayesian-statistics> (96.2% with Honors).

Research Grants

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-UFP, Portugal; Uniwersytet Im. Adama Mickiewicza W Poznaniu, Polen; Universita' 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:^[1]a) Face-to-face workshops
and seminars at the home university (preparation and

reflection / post-processing)^[1]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 Karlshochschule: Dr. Jutta Walz and Prof. Dr. Francisco Javier Montiel Alafont. Connect ends on August 2018

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 Karlshochschule 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. SPIEL MIT! on October 2018 (application for 1 year extension).

10

Professional Memberships/Activities

Balakrishnan, M.S. (2017). Academy of International Business (since 2005) **Bohnenkamp, B.** (2017). Marketing-Club Karlsruhe, Gesellschaft für Medienwissenschaft. **Reichel, A.** (2017). Member of Academy of Management ^[SEP] **Teitler, A.** (2017). Member of American Politics Group (UK), and the US Foreign Policy

Working Group, British International Studies Association
(BISA). **van Elst, H.** Member of The International Society on
General Relativity and Gravitation and

(ii) German Physical Society. Referee for journal Classical and
Quantum

Gravity <http://iopscience.iop.org/journal/0264-9381>. **Zierold,**
M. (2017). Member of the Board of the German Association for
Arts Management

(since 2016)