



Hochschule für  
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Berlin School of Economics and Law

IMB Institute of Management Berlin

# The IMB Working Paper No. 100: Taking Stock and Moving Forward

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# **The IMB Working Paper No. 100: Taking Stock and Moving Forward**

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Matthias Tomenendal**

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**Marianne Egger de Campo** is Professor of Sociology at the Department of Public Administration at the Berlin School of Economics and Law. She was Director of the university's Distance Learning Institute from 2014 to 2015 and deputy director of the Berlin Professional School until 2021. Her main research areas cover sociology of organisations, political sociology, and sociology of ageing. In 2015 she published the German translation of Lewis Coser's "Greedy Institutions" (Suhrkamp) and in 2009 she co-authored the German edition of the textbook „Sociology“ with Anthony Giddens and Christian Fleck. Marianne Egger de Campo can be contacted at [marianne.egger@hwr-berlin.de](mailto:marianne.egger@hwr-berlin.de)

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## Abstract

This is the 100<sup>th</sup> issue of the IMB Working Papers. It contains three short papers on the series itself. The first paper takes stock of the history, content and relevance of the IMB Working Paper Series. It analyses the first 100 issues of the series in detail (Dörrenbächer in this volume, pp. 4-15). The second paper is addressing the changes at the institution publishing the IMB Working Paper Series. Having been merged with an Institute for Long-Distance Studies, the IMB (Institute of Management Berlin) was re-named to BPS (Berlin Professional School), bringing professionalism to center stage (Tomenendal and Egger de Campo in this volume, pp.16-19). The third paper looks ahead and describes the future ambitions of the working paper series, which will appear as BPS Working Paper Series in the future. Aspects covered are the rationale, scope and way of delivery of the series (Dörrenbächer and Tomenendal in this issue, pp. 20-23).

## Zusammenfassung

Dies ist die 100. Ausgabe der IMB Working Paper Reihe. Sie beinhaltet drei Kurzbeiträge, die sich mit der Reihe, ihrer Entwicklung und ihrer Zukunft auseinandersetzen. Der erste Beitrag analysiert in einer Rückschau die Inhalte und die Relevanz der bisher veröffentlichten Working Papers (Dörrenbächer, Seite 4-15). Der zweite Beitrag beschäftigt sich mit dem Wandel der herausgebenden Institution, die nach einer Fusion nun als Berlin Professional School für eine fundierte, praxisorientierte Managementausbildung für Wirtschaft und Verwaltung steht (Tomenendal and Egger de Campo, Seite 16-19). Der letzte Beitrag zeigt Zukunftsperspektiven für die ab der nächsten Nummer als BPS Working Papers Series firmierende Reihe auf. Neben zukünftigen inhaltlichen Schwerpunkten werden Vorschläge für eine erhöhte Sichtbarkeit und Zugänglichkeit der Reihe gemacht (Dörrenbächer und Tomenendal, Seite 20-23).

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## The IMB Working Paper Series: A Short Note on its History, Content and Relevance

Christoph Dörrenbächer<sup>1</sup>

### Introduction and History

The IMB Working Paper Series was founded in 1998. Today, roughly a quarter of a century later, a total of one hundred working papers, including this one, have been published. Time to take stock of what has been published in the series and how much attention the IMB Working Papers got in the academic field.

There have been several reasons for launching the IMB Working Paper Series. For one, the institute hosting the working paper series, the IMB (see box 1), founded in 1992 as one of the first MBA schools in Germany, was in need of an outlet to show its academic profile and proficiency in particular to an international audience. For two, the academic staff teaching at the IMB called for a low threshold publication opportunity for its teaching related material (e.g. case studies). Last but not least, also institutional reasons backed the creation of the IMB Working Paper Series, as the series provided an outlet for the swift, mandatory (pre-) publication of research results for which the authors had been granted a reduction in teaching load (with any further reduction subject to the publication of results from the previous reduction).

#### Box 1: IMB/BPS

The IMB was founded in 1992 as a central institute of the Fachhochschule für Wirtschaft (FHW) Berlin, in order to offer tuition-based MBA programs to German and international students. Initially, the IMB offered its programs in cooperation with British universities that had an interest in exporting their successful MBA programs while the FHW had a strong interest in engaging in postgraduate studies, they were excluded from as a German polytechnic until the Bologna Process gained pace (cf. Tolksdorf, 2002). Starting with a full time and a part time MBA Program in 1992, the IMB in 1998 (now equipped with the right to grant MBA titles on their own) founded a German Chinese MBA. A number of other MBA and MA programs followed that strongly boosted the internationalization of both the IMB and the FHW, that in 2009 was turned into the Hochschule für Wirtschaft und Recht (HWR) Berlin (English name: Berlin School of Economics and Law). Fused with another postgraduate institute of the HWR, the IMB was incorporated as Berlin Professional School (BPS) in 2015. The BPS currently (2021) offers 2 (AMBA accredited) MBA programs, 1 MPA (Master of Public Administration) program, 10 further continued-education Master programs as well as a number of firm-specific and general executive education programs (<https://www.berlin-professional-school.de/>, download of 18.05.2021).

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<sup>1</sup> The author thanks Julian Laycock for his support in data gathering and analysis.

All three founding editors of the IMB Working Paper Series were closely related to the IMB. Two (Gert Bruche and Hansjörg Herr) acted as program directors of the IMB in 1998, while the third editor, Franz-Herbert Rieger, who later (2000) became Rector of the FHW/HWR can be seen as *spiritus rector* of the IMB. Already in the 1980ies he was responsible for the internationalization of the FHW study program and it was him (acting as the first FHW MBA commissioner) who negotiated the MBA cooperations with the British partner universities in the early 1990ies (Personal communication with M. Tolksdorf, 18.05.2021; Schmidt, 2004).

The founding editors remained in charge as a team till 2006. The editorial board was then enlarged to 4 editors with a few personal variations later (see table 1). Overall, there is a good balance of stability and renewal, with one founding editor (Gert Bruche) still serving on the board and an overall of 4 new editors arriving over time.

*Table 1: IMB Working Paper Series, Editorial Board*

<b>Issues</b>	<b>Time</b>	<b>Editorial board members</b>
papers 01-23	(1998–2006)	Gert Bruche, Hansjörg Herr, Franz-Herbert Rieger
papers 24-52	(2006-2010)	Gert Bruche, Hansjörg Herr, Friedrich Nagel, Sven Ripsas
papers 53-54	(2010)	Gert Bruche, Friedrich Nagel, Sven Ripsas
papers 55-73	(2010-2013)	Gert Bruche, Christoph Dörrenbächer, Friedrich Nagel, Sven Ripsas
papers 74-99	(2013-2021)	Carsten Baumgarth, Gert Bruche, Christoph Dörrenbächer, Friedrich Nagel

In line with the idea to create a low threshold publication opportunity, the editorial policy of the IMB Working Paper Series follows a light review approach. The aim of the review process is rather to guarantee that the working paper maintains academic standards and follows publication ethics of the issuing organisation. The editorial guidelines call for submissions complying with all formal academic standards and consisting of not more than 10,000 words. Longer papers are screened in order to give a recommendation whether a shorter submission is seen as promising or not. For every submission, the board of editors collectively decides on one reviewer, either one from the board of editors or an external academic expert in case of a subject that goes beyond the expertise of the editors. The reviewer is supposed to provide a short review (300-500 words) on the manuscript within 4-6 weeks and to suggest as to how to proceed with the submission (accept, accept with minor changes, major revision, or reject). The board of editors takes its decisions collectively. Upon the refusal of two editors, a submission will be rejected. With the aim of enhancing the quality and overall visibility of IMB/BPS research, the editors carefully edit accepted submissions, but also recommend publication opportunities beyond a pre-print in the IMB Working Paper Series

## What Has Been Published?

The papers published in the IMB Working Paper Series reflect the functional scope and the curriculum of the IMB/BPS as a business school (see table 2). The working papers address a broad array of business and management topics, with more than half, i.e. 55 papers falling within the remit of the following core themes: General Management, HRM, Marketing, Finance, Entrepreneurship and Strategy. Economic, Econometric and Statistic topics overall play a subordinated role, even though they form the largest single subject area for IMB Working Papers.

*Table 2: IMB Working Papers: Subject Areas Covered\**

<b>Subject areas</b>	<b>Number of papers</b>
Economics, Econometrics and Statistics	15
General Management, Ethics and Social Responsibility	12
Human Resource Management and Employment Studies	10
Marketing	10
Finance	9
Entrepreneurship and Small Business Management	7
Strategy	7
Accounting / Controlling	6
International Business and Area Studies	4
Regional Studies	4
Innovation Studies	3
Sector Studies (includes Leisure and Tourism)	3
Information Management	2
Management Development and Education	2
Legal Studies	2
Operations Research and Management Science	1
Social Sciences (e.g. Sociology, Political Science, etc.)	1
Business History and Economic History	1
All subject areas	99

\*The subject area system is taken from the CABS academic journal guide 2018 (CABS, 2018)

By far most IMB Working Papers can be classified as academic papers (82 papers). About 15% of these papers are theoretical/conceptual works. The rest presents at least some empirical material. 9 papers came as case studies, with a good number of them serving as teachings cases. The rest is position papers (5); review essays (2) and Key notes (1). Overall, it seems that the publication of teaching material has remained of relatively little importance.

## Who Has Published in the IMB Working Paper Series?

The answer to the question who is publishing in the IMB Working Paper Series is not surprising (see table 3). It is professors teaching in the IMB/BPS and its host institution FHW/HWR. They are sole authors or part of an author team in 80 of the 99 working papers. What is interesting though is the large number of papers, which professors have co-authored with (previous) students. In many cases, these papers come from intensified academic cooperation between professors and students in the realm of thesis writing. This rather unusual cooperation seems



to reflect the heavy teaching load, professors at German Universities of Applied Sciences (such as FHW/HWR) are subject to and the missing academic junior faculty in these universities.

*Table 3: IMB Working Paper Series: Authorships*

<b>Authorships</b>	<b>Number of papers</b>
FHW/HWR Professor/s	38
FHW/HWR Professor/s & HWR/FHW (Ex)Students/s	18
FHW/HWR Professor/s & External & FHW/HWR(Ex)Student	1
FHW/HWR Professor/s & External/s	17
FHW/HWR Professor/s & FHW/HWR Academic Staff	1
FHW/HWR Professor/s & FHW/HWR Academic Staff & External/s	4
FHW/HWR Professor/s & FHW/HWR Academic Staff & FHW/HWR (Ex)Student/s	1
External/s	14
HWR/FHW (Ex)Student/s	5
All authorships	99

The most prolific (co)-authors in the IMB Working Paper Series have been Matthias Tomenendal (9 papers), Avo Schönbohm (6 papers), Gert Bruche (5 papers) and Carsten Baumgarth (5 papers).

### **What Is the Relevance of the IMB Working Paper Series?**

In the following, we take a look into some basic publication metrics for the IMB Working Paper Series. Table 4 provides an overview on relevant data and scores available.

*Table 4: The Relevance of the IMB Working Papers Series*

<b>Indicator</b>	<b>Number</b>
Google scholar citations (as of 15.06.2021)	827
EconStor article downloads (as of 31.05.2021)	2297
EconStor abstract views (as of 31.05.2021)	9283

Sources: Google Scholar (2021), LogEc (2021)

### *Google Scholar Citations*

Unfortunately, citation data for the IMB Working Papers is only available from Google Scholar as other citation databases such as the Web of Science or Scopus per definition do not include working papers. The 99 issues of the IMB Working Paper Series got a total of 827 citations in Google Scholar<sup>2</sup>. This equals to an average of 8,35 citations per paper. One paper has

<sup>2</sup> Citation data of Google Scholar was retrieved using Harzing's Publish or Perish for Windows, Version: 7.33.3388. The fact that each issue of the IMB Working Papers comes with a backlist of published issues, required an intensive manual cleaning of the data.

received more than 100 citations, 2 papers have more than 50 citations and 12 papers have 20 or more citations (see Table 6). Some of the citations have been in well-ranked academic and practitioner journals including *Economic Policy*, *International Journal of Management Studies*, *Journal of International Business Studies*, *Long Range Planning*, *Marketing Review St. Gallen*, *Social Sciences* and *Regional Studies*.

Overall, however it remains difficult to put the citation score of the IMB Working Paper Series into perspective, as relevant benchmarks that use Google Scholar as a data base are missing. For this reason, the following assessment should be considered as a very rough estimate. A study based on Web of Science data found that with a score of 10 citations a paper makes it into the top 24% of the most cited works worldwide; papers with more than 100 citations even to the top 1.8% papers worldwide (van Noorden et al., 2014: 551). Applying Harzing's finding that business academics on average have about six times as many citations in Google Scholar than in the Web of Science (Harzing, 2010) at least 2 IMB Working Papers, having a score of 60 and more citations, would make it to the top 24% of all papers.

A total of 28 papers from the IMB Working Paper Series (or 27,7%%) were not cited at all. This is a bit better than the average, as according to an estimation, about 35% of all social science papers go uncited (Williams, 2014). Finally, the working paper series has reached an h-index of 17 (17 papers are cited at least 17 times) over its life span of 23 years. The m-quotient that is accounting for length of the "academic career" of the series is 0,7 (h-index divided by the years of the working paper series' existence). Using Harzing's discount for Google Scholar as a citation base (see above), the m-factor would be 0,1. Again, comparability is very difficult as data is missing on working paper series' h-indices and m-quotients based on Google Scholar data. Hirsch, in his classical study, using Web of Science data, indicated that an m-quotient of approximately 1 (h index of 20 after 20 years of scientific activity) characterizes a successful scientist (Hirsch, 2005: 16571).<sup>3</sup>

### *EconStor Article Downloads and Abstract views*

EconStor, operated by the ZBW – Leibniz Information Centre for Economics (Germany), is among the largest paper repositories worldwide in business and economics. The IMB Working Paper Series has been available in EconStor since May 2013. Since then IMB Working Papers have been downloaded 2297 times and a total of 9283 abstract views were counted till the end of May 2021 (data of 03.06.2021). This puts the IMB Working Paper Series in the upper middle range of the list of Top Working Paper Series in Business and Economics provided by LogEc (rank 2199 among 5264 listed working paper series).<sup>4</sup> Again a comparison with other working paper series is difficult as these differ in the number of individual papers published as well as with regard to the period of time for which download data is tracked. Moreover, the disciplinary scope of the series and the propensity to publish research work in working papers might strongly differ according to the institutions publishing a working paper series. Hence, the

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<sup>3</sup> It should be mentioned here that for most authors the IMB Working Paper Series is only one outlet among many others, often one of subordinate importance.

<sup>4</sup><https://logec.repec.org/scripts/seriesstat.pf?topnum=999999;listall=on;bymin=10;mrangle=No;fm=;lm=;seriestype=redif-paper;archive=;cgifields=mrangle;cgifields=citem;cgifields=listall;sortby=td> (accessed 21.05.2021)

figures in Table 5 should not be interpreted in a positivist way, but they show that the IMB Working Paper Series is in good company.

*Table 5: Article Downloads of the IMB Working Papers Compared*

Name (LogEc Rank)	Downloads	Downloadable issues	Months tracked	Downloads per month tracked and downloadable issues
WHU Working paper series economics group (2605)	1312	44	53	0,56
ESMT Research Working papers (1494)	5812	95	164	0,37
Frankfurt University of Applied Sciences, Faculty of Business and Law Working Paper Series (3208)	610	18	97	0,35
FU Berlin School of Business and Economics Discussion Papers (624)	18183	425	140	0,30
<b>IMB Working Paper Series (2109)</b>	<b>2297</b>	<b>87*</b>	<b>97</b>	<b>0,27</b>
TU Bergakademie Freiberg, Faculty of Economics and Business Administration working papers (1999)	2568	85	163	0,19
WSI Working Papers (2042)	2451	126	115	0,16

*\*Unfortunately, issues 1-12 of the IMB Working Paper Series are not electronically available and hence cannot be downloaded.*

### **What About the Performance of Individual IMB Working Papers?**

Below we look into the performance of individual issues of the IMB Working Paper Series. The four tables show (top to bottom) all above average IMB Working Papers according to (1) the total number of Google Scholar citations (see Table 6), (2) the average number of Google Scholar citations for the years, a working paper has been published (see Table 7), (3) the number of total downloads (see Table 8) and the average number (4) of downloads for the years a working paper has been published (see Table 9). While a few papers excel in all categories and can definitely claim a decent relevance in the academic community, a number of papers come into sight in single categories, with a few more recently published working papers having the potential to catch up with the frontrunners of the series in the longer run.

**Table 6: Above Average IMB Working Papers According to the Total Number of Google Scholar Citations\***

Author/s	Working paper title and publication date	Total number of citations
Venohr, Bernd / Klaus E. Meyer	The German Miracle Keeps Running: How Germany's Hidden Champions Stay Ahead in the Global Economy, 05/2007	115
Kreutzer, Ralf; Hinz, Jule	Möglichkeiten und Grenzen von Social Media Marketing, 12/2010	68
Rüggeberg, Harald / Burmeister, Kjell	Innovationsprozesse in kleinen und mittleren Unternehmen, 6/2008	43
Bowen, Harry P. / Pédussel Wu, Jennifer	Immigrant Specificity and the Relationship between Trade and Immigration: Theory and Evidence, 10/2012	30
Bustamante, Silke	Localization vs. Standardization: Global approaches to CSR Management in multinational companies, 03/2011	30
Faltin, Günter / Ripsas, Sven	Das Gestalten von Geschäftsmodellen als Kern des Entrepreneurships, 04/2011	29
Bruche, Gert	Tata Motor's Transformational Resource Acquisition Path, 10/2010	29
Baumgarth, Carsten / Kastner, Olga Louisa	Pop-up-Stores im Modebereich: Erfolgsfaktoren einer vergänglichen Form der Kundeninspiration, 07/2012	28
Hongjiang Zhao/Wenxu Wu/Xuehua Chen	What Factors Affect Small and Medium-sized Enterprise's Ability to Borrow from Bank: Evidence from Chengdu City, Capital of South-Western China's Sichuan Province, 02/2006	26
Bruche, Gert	Corporate Strategy, Relatedness and Diversification, 09/2000	26
Herr, Hansjörg	Wages, Employment and Prices. An Analysis of the Relationship Between Wage Level, Wage Structure, Minimum Wages and Employment and Prices, 06/2002	21
Jürgen Müller / Vanessa Kamp / Hans Martin Niemeier	Can We Learn From Benchmarking Studies of Airports and Where do we Want to go From Here?, 11/2005	20
Rüggeberg, Harald	Innovationswiderstände bei der Akzeptanz hochgradiger Innovationen aus kleinen und mittleren Unternehmen, 12/2009	19
Ripsas, Sven / Zumholz, Holger / Kolata, Christian	Der Businessplan als Instrument der Gründungsplanung - Möglichkeiten und Grenzen, 12/2008	19
Bustamante, Silke	CSR, Trust and the Employer Brand, 11/2018	18
Schönbohm, Avo	Performance Measurement and Management with Financial Ratios - the BASF SE Case, 3/2013	18
Liu Pan / Zhu Junbo	The Management of China's Huge Foreign Reserve and its Currency Composition, 4/2008	18
Baumgarth, Carsten / Binckebanck, Lars	CSR-Markenmanagement – Markenmodell und Best-Practice-Fälle am Beispiel der Bau- und Immobilienwirtschaft, 09/2011	16
Kreutzer, Ralf T., Salomon, Stefanie	Internal Branding: Mitarbeiter zu Markenbotschaftern machen - dargestellt am Beispiel von DHL, 02/2009	16
Rogall, Holger / Oebels, Kerstin	Von der Traditionellen zur Nachhaltigen Ökonomie, 06/2010	15
Herr, Hansjörg/Priewe, Jan	The Macroeconomic Framework of Poverty Reduction An Assessment of the IMF/World Bank Strategy, 02/2003	15
Dörrenbächer, Christoph / Gammelgaard, Jens / McDonald, Frank, Stephan / Andreas, Tüselmann, Heinz	Staffing Foreign Subsidiaries with Parent Country Nationals or Host Country Nationals? Insights from European Subsidiaries, 9/2013	14
Greiwe, Joris/Schönbohm, Avo	A KPI based study on the scope and quality of sustainability reporting by the DAX30 companies, 11/2011	12
Schuchert-Güler, Pakize	Aufgaben und Anforderungen im persönlichen Verkauf: Ergebnisse einer Stellenanzeigenanalyse, 04/2009	12
Li Wenhao	Currency Competition between EURO and US-Dollar, 06/2004	11
Baumgarth, Carsten / Sandberg, Berit / Brunsen, Hendrik / Schirm, Alexander	Kunst-Unternehmens-Kooperationen (KUK) Begriffsbestimmung, Typologie und potenzieller Nutzen, 01/2014	10
Olischer, Florian Thomas / Dörrenbächer, Christoph	Concession Bargaining in the Airline Industry: Ryanair's Policy of Route Relocation and Withdrawal, 4/2013	9
Maeser, Paul P.	Mikrofinanzierungen - Chancen für die Entwicklungspolitik und Rahmenbedingungen für einen effizienten Einsatz, 5/2008	9
Tomenendal, Matthias	The Consultant-Client Interface - A Theoretical Introduction to the Hot Spot of Management Consulting, 08/2007	9

\* Source: Google Scholar, date of reference =15.06.2021. All 99 papers have a total of 827 citations, average citation per paper = 8,3 citations.

**Table 7: Above Average IMB Working Papers According to the Average Number of Google Scholar Citations for the Years, the Working Paper Has Been Published\***

Author/s	Working paper title and publication date	Citations per year published
Venohr, Bernd / Klaus E. Meyer	The German Miracle Keeps Running: How Germany's Hidden Champions Stay Ahead in the Global Economy, 05/2007	8,21
Kreutzer, Ralf; Hinz, Jule	Möglichkeiten und Grenzen von Social Media Marketing, 12/2010	6,18
Bustamante, Silke	CSR, Trust and the Employer Brand, 11/2018	6,00
Bowen, Harry P. / Pédussel Wu, Jennifer	Immigrant Specificity and the Relationship between Trade and Immigration: Theory and Evidence, 10/2012	3,33
Rüggeberg, Harald / Burmeister, Kjell	Innovationsprozesse in kleinen und mittleren Unternehmen, 6/2008	3,31
Baumgarth, Carsten / Kastner, Olga Louisa	Pop-up-Stores im Modebereich: Erfolgsfaktoren einer vergänglichen Form der Kundeninspiration, 07/2012	3,11
Bustamante, Silke	Localization vs. Standardization: Global approaches to CSR Management in multinational companies, 03/2011	3,00
Faltin, Günter / Ripsas, Sven	Das Gestalten von Geschäftsmodellen als Kern des Entrepreneurships, 04/2011	2,90
Bruche, Gert	Tata Motor's Transformational Resource Acquisition Path, 10/2010	2,63
Schönbohm, Avo	Performance Measurement and Management with Financial Ratios - the BASF SE Case, 3/2013	2,25
Dörrenbächer, Christoph / Gammelgaard, Jens / McDonald, Frank, Stephan / Andreas, Tüselmann, Heinz	Staffing Foreign Subsidiaries with Parent Country Nationals or Host Country Nationals? Insights from European Subsidiaries, 9/2013	1,75
Hongjiang Zhao/Wenxu Wu/Xuehua Chen	What Factors Affect Small and Medium-sized Enterprise's Ability to Borrow from Bank: Evidence from Chengdu City, Capital of South-Western China's Sichuan Province, 02/2006	1,73
Baumgarth, Carsten / Binckebanck, Lars	CSR-Markenmanagement – Markenmodell und Best-Practice-Fälle am Beispiel der Bau- und Immobilienwirtschaft, 09/2011	1,60
Rüggeberg, Harald	Innovationswiderstände bei der Akzeptanz hochgradiger Innovationen aus kleinen und mittleren Unternehmen, 12/2009	1,58
Ripsas, Sven / Zumholz, Holger / Kolata, Christian	Der Businessplan als Instrument der Gründungsplanung - Möglichkeiten und Grenzen, 12/2008	1,46
Baumgarth, Carsten / Sandberg, Berit / Brunsen, Hendrik / Schirm, Alexander	Kunst-Unternehmens-Kooperationen (KUK) Begriffsbestimmung, Typologie und potenzieller Nutzen, 01/2014	1,42
Liu Pan / Zhu Junbo	The Management of China's Huge Foreign Reserve and its Currency Composition, 4/2008	1,38
Rogall, Holger / Oebels, Kerstin	Von der Traditionellen zur Nachhaltigen Ökonomie, 06/2010	1,36
Kreutzer, Ralf T., Salomon, Stefanie	Internal Branding: Mitarbeiter zu Markenbotschaftern machen - dargestellt am Beispiel von DHL, 02/2009	1,33
Jürgen Müller / Vanessa Kamp / Hans Martin Niemeier	Can We Learn From Benchmarking Studies of Airports and Where do we Want to go From Here?, 11/2005	1,25
Bruche, Gert	Corporate Strategy, Relatedness and Diversification, 09/2000	1,23
Greiwe, Joris/Schönbohm, Avo	A KPI based study on the scope and quality of sustainability reporting by the DAX30 companies, 11/2011	1,20
Olischer, Florian Thomas / Dörrenbächer, Christoph	Concession Bargaining in the Airline Industry: Ryanair's Policy of Route Relocation and Withdrawal, 4/2013	1,12
Herr, Hansjörg	Wages, Employment and Prices. An Analysis of the Relationship Between Wage Level, Wage Structure, Minimum Wages and Employment and Prices, 06/2002	1,10
Schuchert-Güler, Pakize	Aufgaben und Anforderungen im persönlichen Verkauf: Ergebnisse einer Stellenanzeigenanalyse, 04/2009	1,00
Tomenendal, Matthias / Lange, Hans Rüdiger / Kirch, Johannes / Rosin, Anna Frida	The Entrepreneurial Development of Regions – Exploring the Socio- Technical Transition of Lusatia from a Multi-Level Perspective, 04/2018	1,00
Kölling, Arnd / Mertens, Antje	Exporting behavior and the demand for skills in German establishments, 03/2020	1,00
Herr, Hansjörg/Priewe, Jan	The Macroeconomic Framework of Poverty Reduction An Assessment of the IMF/World Bank Strategy, 02/2003	0,83

\*Source: Google Scholar, date of reference =15.06.2021. All 99 papers have a total of 79,15 citations per year published; average per paper per year published = 0,7.

*Table 8: Above Average IMB Working Papers According to the Total Number of Downloads\**

Author/s	Working paper title and publication date	Total number of downloads
Kreutzer, Ralf; Hinz, Jule	Möglichkeiten und Grenzen von Social Media Marketing, 12/2010	193
Bruche, Gert	Tata Motor's Transformational Resource Acquisition Path, 10/2010	164
Bustamante, Silke	Localization vs. Standardization: Global approaches to CSR Management in multinational companies, 03/2011	150
Venohr, Bernd / Klaus E. Meyer	The German Miracle Keeps Running: How Germany's Hidden Champions Stay Ahead in the Global Economy, 05/2007	97
Yildiz, Özlem / Hermann-Linß, Caterina / Friedrich, Katja / Baumgarth, Carsten	Warum die Generation Y nicht nachhaltig kauft - Eine adaptierte ZMET-Studie zum Modekonsum der Generation Y, 11/2015	87
Dörrenbächer, Christoph / Gammelgaard, Jens / McDonald, Frank, Stephan / Andreas, Tüselmann, Heinz	Staffing Foreign Subsidiaries with Parent Country Nationals or Host Country Nationals? Insights from European Subsidiaries, 9/2013	85
Rhode, Alexander / Schönbohm, Avo / van Vliet, Jacobus	The Tactical Utilization of Cognitive Biases in Negotiations, Juni 2014	78
Hongjiang Zhao/Wenxu Wu/Xuehua Chen	What Factors Affect Small and Medium-sized Enterprise's Ability to Borrow from Bank: Evidence from Chengdu City, Capital of South-Western China's Sichuan Province, 02/2006	51
Ripsas, Sven / Zumholz, Holger / Kolata, Christian	Der Businessplan als Instrument der Gründungsplanung - Möglichkeiten und Grenzen, 12/2008	47
Aschfalk-Evertz, Agnes / Rüttler Oliver	Goodwill Impairment Testing according to IFRS in the United Kingdom - an empirical analysis of the discount rates used by the thirty largest FTSE 100 companies, 11/2013	47
Li Wenhao	Currency Competition between EURO and US-Dollar, 06/2004	45
Witzmann, Natalie / Dörrenbächer, Christoph	The Link Between Cultural Due Diligence and Socio-Cultural Post-Merger Integration Management as a Critical Success Factor in M&As, 06/2015	45
Baumgarth, Carsten / Binckebank, Lars	CSR-Markenmanagement – Markenmodell und Best-Practice-Fälle am Beispiel der Bau- und Immobilienwirtschaft, 09/2011	43
Bustamante, Silke	CSR, Trust and the Employer Brand, 11/2018	42
Pelzeter, Andrea / Bustamante, Silke / Deckmann, Andreas / Ehlscheidt, Rudi / Freudenberger, Franziska	Mitarbeiterrekrutierung und -bindung durch CSR – Erkenntnisse aus sechs Fallstudien, 12/2015	37
Liu Pan/Xie Tao	The Monetary Policy Transmission in China - "Credit Channel" And Its Limitations, 02/2006	37
Kölling, Arnd	Employment in Family Firms: Less but Safe? Analyzing Labor Demand of German Family Firms with a Treatment Model for Panel Data, 08/2017	35
Faltin, Günter / Ripsas, Sven	Das Gestalten von Geschäftsmodellen als Kern des Entrepreneurships, 04/2011	34
Schönbohm, Avo	Performance Measurement and Management with Financial Ratios - the BASF SE Case, 3/2013	32
Herr, Hansjörg	Wages, Employment and Prices. An Analysis of the Relationship Between Wage Level, Wage Structure, Minimum Wages and Employment and Prices, 06/2002	32
Rüggeberg, Harald / Burmeister, Kjell	Innovationsprozesse in kleinen und mittleren Unternehmen, 6/2008	31
Frintrop, Philipp/ Gruber, Thomas	Working Capital Management in der wertorientierten Unternehmenssteuerung bei Siemens Transformers, 11/2010	30
Fischer, Ingo / Kieler, Julia	Towards an Employer Brand - An Evidence-Based Approach to Develop an Employer Brand: A Case Study of a Berlin-Based Business Incubator in the Online and Mobile Gaming Industry, 04/2015	29
Baumgarth, Carsten / Kastner, Olga Louisa	Pop-up-Stores im Modebereich: Erfolgsfaktoren einer vergänglichen Form der Kundeninspiration, 07/2012	28
Rüggeberg, Harald	Innovationswiderstände bei der Akzeptanz hochgradiger Innovationen aus kleinen und mittleren Unternehmen, 12/2009	28
Bruche, Gert	Corporate Strategy, Relatedness and Diversification, 09/2000	28
Tomenendal, Matthias	The Consultant-Client Interface - A Theoretical Introduction to the Hot Spot of Management Consulting, 08/2007	28

\*Source: LogEc, date of reference 31.05.2021. Download data is only available for 87 out of the 99 papers. Those 87 have a total of 2297 downloads, the average download per paper is 26,4.

Table 9: Above Average IMB Working Papers According to the Average Number of Google Scholar Citations for the Years, the Working Paper Has Been published\*

Author/s	Working paper title and publication date	Downloads per year published
Kreutzer, Ralf; Hinz, Jule	Möglichkeiten und Grenzen von Social Media Marketing, 12/2010	17,54
Bustamante, Silke	Localization vs. Standardization: Global approaches to CSR Management in multinational companies, 03/2011	15,00
Bruche, Gert	Tata Motor's Transformational Resource Acquisition Path, 10/2010	14,91
Yildiz, Özlem / Herrmann-Linß, Caterina / Friedrich, Katja / Baumgarth, Carsten	Warum die Generation Y nicht nachhaltig kauft - Eine adaptierte ZMET-Studie zum Modekonsum der Generation Y, 11/2015	14,50
Bustamante, Silke	CSR, Trust and the Employer Brand, 11/2018	14,00
Rhode, Alexander / Schönbohm, Avo / van Vliet, Jacobus	The Tactical Utilization of Cognitive Biases in Negotiations, Juni 2014	11,14
Kölling, Arnd / Mertens, Antje	Exporting behavior and the demand for skills in German establishments, 03/2020	11,00
Dörrenbächer, Christoph / Gammelgaard, Jens / McDonald, Frank, Stephan / Andreas, Tüselmann, Heinz	Staffing Foreign Subsidiaries with Parent Country Nationals or Host Country Nationals? Insights from European Subsidiaries, 9/2013	10,63
Kölling, Arnd	Employment in Family Firms: Less but Safe? Analyzing Labor Demand of German Family Firms with a Treatment Model for Panel Data, 08/2017	8,75
Tomenendal, Matthias / Lange, Hans Rüdiger / Kirch, Johannes / Rosin, Anna Frieda	The Entrepreneurial Development of Regions – Exploring the Socio Technical Transition of Lusatia from a Multi-Level Perspective, 04/2018	8,67
Witzmann, Natalie / Dörrenbächer, Christoph	The Link Between Cultural Due Diligence and Socio-Cultural Post-Merger Integration Management as a Critical Success Factor in M&As, 06/2015	7,50
Venohr, Bernd / Klaus E. Meyer	The German Miracle Keeps Running: How Germany's Hidden Champions Stay Ahead in the Global Economy, 05/2007	6,93
Pelzeter, Andrea / Bustamante, Silke / Deckmann, Andreas / Ehlscheidt, Rudi / Freudenberger, Franziska	Mitarbeiterrekrutierung und -bindung durch CSR – Erkenntnisse aus sechs Fallstudien, 12/2015	6,17
Aschfalk-Evertz, Agnes / Rüttler Oliver	Goodwill Impairment Testing according to IFRS in the United Kingdom - an empirical analysis of the discount rates used by the thirty largest FTSE 100 companies, 11/2013	5,88
Fischer, Ingo / Kieler, Julia	Towards an Employer Brand - An Evidence-Based Approach to Develop an Employer Brand: A Case Study of a Berlin-Based Business Incubator in the Online and Mobile Gaming Industry, 04/2015	4,83
Baumgarth, Carsten / Binckebank, Lars	CSR-Markenmanagement – Markenmodell und Best-Practice-Fälle am Beispiel der Bau- und Immobilienwirtschaft, 09/2011	4,30
Schönbohm, Avo	Performance Measurement and Management with Financial Ratios - the BASF SE Case, 3/2013	4,00
Kirch, Johannes / Tomenendal, Matthias	Team Diversity und Teamleistung im Kontext von geteilter sozialer Identität - ein Erklärungsansatz über Kurvilinearitäten, 12/2015	4,00
Konrad, Sebastian / Bartsch, Peter	Rohstoffspekulation und Nahrungsmittelmarkt, 11/2015	3,67
Ripsas, Sven / Zumholz, Holger / Kolata, Christian	Der Businessplan als Instrument der Gründungsplanung - Möglichkeiten und Grenzen, 12/2008	3,62
Tomenendal, Matthias / Lange, Hans Rüdiger	Cluster-Entwicklung in einem dreistufigen Modell: das Fallbeispiel des Berlin-Brandenburger Energietechnik-Clusters, 06/2014	3,57
Hongjiang Zhao/Wenxu Wu/Xuehua Chen	What Factors Affect Small and Medium-sized Enterprise's Ability to Borrow from Bank: Evidence from Chengdu City, Capital of South-Western China's Sichuan Province, 02/2006	3,40
Faltin, Günter / Ripsas, Sven	Das Gestalten von Geschäftsmodellen als Kern des Entrepreneurships, 04/2011	3,40
Baumgarth, Carsten / Kastner, Olga Louisa	Pop-up-Stores im Modebereich: Erfolgsfaktoren einer vergänglichen Form der Kundeninspiration, 07/2012	3,11
Warmdt, Luca / Užik, Martin / Löcher, Markus	Financial Signaling with Open Market Share Repurchases and Private Redemptions, 04/2018	3,00

\*Source: LogEc, date of reference 31.05.2021. All 87 papers for which download information is available have a total of 257,9 downloads per year published; average per paper per year published = 3,0

## Conclusion

It is certainly not wrong to conclude that the IMB Working Paper Series in the past has fulfilled its purpose as an accessible publication outlet that displays the academic profile and proficiency of the IMB/BPS and its hosting institutions FHW and HWR. Applying a light review approach, a total of 100 working papers (including this one), mostly authored or co-authored by professors from these institutions have been published since 1998. The papers in the series reflect a broad array of business and management topics, with a particular focus on General Management, HRM, Marketing, Finance, Entrepreneurship and Strategy. An overwhelming majority of the working papers has presented original empirical material.

Overall, the IMB Working Paper Series has found good recognition in the academic community. Most of the series' papers were cited, some in highly ranked outlets. Several papers have been cited regularly over a number of years; two papers have more than 50 and 1 paper more than 100 Google Scholar citations, proving a decent academic relevance. Also, the series as a whole scores well. Looking at download and abstract view data, the IMB Working Paper Series is to be found in the upper middle range of the list of Top Working Paper Series in Business and Economics, provided by LogEC.

Despite the undeniable achievements of the IMB Working Paper Series, there is a need for change. Renaming the series from IMB to BPS Working Papers as we will do with the next issue, not only necessitates to better aligning the series with the new mission of the BPS (see Tomenendal and Egger de Campo in this volume). It is also a chance to make a better use of the many untapped opportunities the series and the publication landscape harbour (see Dörrenbächer and Tomenendal in this issue).

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## **From IMB to BPS: Institutional Heritage and the Purpose of Professionalism**

Matthias Tomenendal and Marianne Egger de Campo

### **Establishing the Berlin Professional School**

When the Berlin Professional School (BPS) was founded in 2015, stakeholders held a wide range of expectations regarding the new institution. An ambitious alumnus from one of our Master programs said: “I appreciate the creation of the new Professional School, because this provides the real opportunity to offer doctoral degrees one day.” A HWR professor remarked: “When my husband heard about the plan to establish a Professional School, he asked whether it is planned to offer further education programs to craftsmen now as well.” Some HWR staff members commented: “It will be expected that all processes in the Professional School will have to function in an outstandingly professional, flawless manner.” Obviously, the term “Professional School” raised diverse associations, caused by a rather blurry general understanding of the respective concept in Germany, and it called for clarifications as to the mission of the new institution. Thus, a debate was initiated among BPS members in search of the essence of “Berlin Professionalism” as a specific set of values at the heart of the BPS. This debate centered on the heritage and the ambition of the institution as well as our specific interpretation of professionalism.

### **Heritage**

The Berlin Professional School resulted from the merger of two predecessor units, the Institute of Management Berlin (IMB) and the Institute for Long-Distance Studies (Fernstudieninstitut FSI). Both of these were, just as the BPS is now, central institutes of the Hochschule für Wirtschaft und Recht (HWR) Berlin, offering Master and other study programs in the area of continued education. They had been founded in 1992 and 2008 respectively to create designated and service-oriented entities as the home for experienced, fee-paying students with special demands in their further education. The IMB was originally founded as a central institute of the Fachhochschule für Wirtschaft (FHW) Berlin and focused on study programs in management and economics, primarily for the private sector. The FSI in turn was created as a central institute of the Fachhochschule für Verwaltung und Rechtspflege (FHVR) Berlin to accommodate a successfully running distance learning Master on European Public Administration established in 1999 which was soon complemented with other programs focusing on the public sector. When FHW and FHVR merged to become the HWR Berlin in 2009, the merger of the two central institutes for further education programs was set on the agenda and finally decided for after a careful discussion and preparation process with all major stakeholders involved. The complementary offers of the two institutes, the opportunity to achieve synergies in support functions like marketing, controlling or career and alumni services and the common understanding of the responsible actors with regard to the mission of the institute were convincing arguments in the pre- and post-merger integration process.

Both the IMB and the FSI shared a common understanding of not merely being administrative and program-managing units, but being original, academic departments with the power to design and decide on curricula, study programs and their budgets. Income has always been generated by collecting cost-covering fees from the program participants. Within the central institutes, several means have been established – and nourished until today – to foster academic debate and exchange between theory and practice. These include occasional edited volumes, symposia, research and discussion forums and the IMB Working Paper Series. Now it is time to push the integration of IMB and FSI to another level by truly integrating the academic backbone based on professionalism. First and foremost, we transform the title of our working paper series from IMB to BPS Working Papers claiming strongly to contribute to the debate of a community of academics and professionals in management, both of private enterprises and public institutions.

## **Ambition**

Although there is no universally accepted definition of a Professional School in the German context, main general attributes can be identified (Streiter and Weske 2013: 121). These include a focus on problem orientation, on applied sciences, on master programs as well as particularly high quality standards for students, teachers and learning conditions. Professional Schools are said to be surrounded by an aura of excellence, yet, without clear and institution-specific proof of this, Professional Schools are said to run the risk of cultivating a “content-free” but “excessive pathos of professionalism” (ibid.).

Students at the Berlin Professional School shall mainly develop leadership skills and self-critical reflection, fostered by a vibrant learning environment. We understand leadership as choosing to accept personal, entrepreneurial and social responsibility in a global context. Quality, sustainability and respect for diversity are key elements in the BPS curriculum and serve as the principles guiding our actions in daily life. With these key elements of our mission statement, we refer to common characteristics of Professional Schools in general. At the same time, we strive to develop a unique understanding of “Berlin Professionalism”, derived from a deep understanding of the Berlin community and the essence of professionalism.

## **Professionalism**

Professionals offer advice or treatment or both to individual clients, to organizations or to the government at large by making use of a specified body of theoretical knowledge “to which the professionals are privy by virtue of long study and by initiation and apprenticeship under masters already members of the profession” (Hughes 1984: 375). The claim to be a professional results in a relationship with a client that must be based on trust, since this relationship shows a clear imbalance of power. This imbalance is generated by the superior knowledge of a professional vis-à-vis the client who “often hardly knows what to ask for, let alone how it can be provided” (Marshall 1939: 329). Professionalism therefore requires an awareness of the power the professional is endowed with. The commitment to professional ethics acts as a functional self-restraint to this superior position: “The relationship of trust implies a deep obligation to the client. But an organized profession rightly regards itself as a

body placed in charge of an art or science and responsible for directing its use in the interests of society.” (ibid.).

Professional schools for business and public administration therefore ought to teach ethical conduct, and the educated professionals in business and public administration should adhere to ethical values “promoting the common welfare”, just like physicians adhere to the Hippocratic oath in medicine, “the queen of professions” (Hughes 1984: 374). Emphasizing professionalism among civil servants, e.g. when facing populist politicians as their superiors plays a decisive role in guaranteeing the rule of law and democratic values representing the common good they work for as professionals. As a logical equivalent for the private sector, the BPS underscores that leadership in private enterprises must be based on personal, entrepreneurial and social responsibility.

The importance of ethical behavior is even more to be stressed as professionalization also marks “a highly effective process of interest group control” (Marshall, 1996: 419), which is a mechanism of excluding “non-professionals” from a noble circle created by the establishment of a profession. In this view, becoming a professional is a matter of social advancement. On the individual level, this means that a person gains high prestige by entering a profession. “The second is the collective effort of an organised occupation to improve its place and increase its power, in relation to others. That effort, in middle-class occupations, characteristically is directed to achieving professional status. For whatever else the word ‘profession’ may mean, it is in modern English a symbol of high ranking among occupations.” (Hughes 1984: 367). Consequently, becoming a professional mostly offers an occupation with more autonomy, more prestige and higher earnings, be it in independent or dependent employment. Enrolment into a professional school therefore promises that all the efforts of sweating for exams and the tuition fees will pay off. We strive to deliver on this promise as the BPS community, continuously developing leadership competences together and building a strong network of responsible citizens, which our members can rely on, as students and as alumni. As a professional network, the BPS community provides an opportunity structure for individuals pursuing personal development.

### **Berlin as an Opportunity Structure**

In this context, Berlin as our location offers a wider, promising opportunity structure. Berlin offers a unique historical, political and regional position, strong international relations, a vibrant start-up scene, innovative, agile, experimental forms of living, working and collaborating, permanently demonstrating a complex mix of persistence and change. As the BPS we build on these unique characteristics in balancing academic rigor and practical relevance in our continued education and applied research.

Regarding employment opportunities for our graduates, Berlin consequently offers great opportunities as a major global startup hub, a favorable location for incubators and accelerators, for international R&D centers as well as for numerous governmental institutions encompassing a large work force of administrators and bureaucrats. These professionals also have continuous needs for further education and training, which we strive to provide at the BPS. With our portfolio of further education programs, we also offer possibilities to get in touch

with “the other” sort of management (i.e. public versus private management) with the aim to learn from each other.

### **The BPS Community and its Publication Outlet**

Building on the heritage and the ambition of the BPS as well as our specific interpretation of professionalism, we aim to offer a forum for exchange and community building also by means of a publication outlet. The outlet helps preserve the educational and ethical standards required to claim professionalism by the BPS. Thus, it may also amalgamate the disparate expectations mentioned in the beginning: Doctoral candidates among our alumni can present and discuss their applied research along the process of an unfolding academic profile just as well as colleagues find an unpretentious forum for a fruitful debate among peers. The academic teaching community will find inspiring teaching notes and well-reasoned concepts of what works in educating managers. And we also further craftsmanship, when we refer to the “Craft of Research” (Booth et al., 1995).

The BPS Working Paper Series may serve the purpose of a professional conscience and group spirit by presenting the ideas discussed in the community of BPS professionals and by helping to foster a culture of professionalism in managing organizations, both private and public. The heritage and the ambition of the BPS as well as our specific interpretation of professionalism shall guide the relaunch of the IMB Working Paper Series as the BPS Working Paper Series. How this will look like will be addressed in more detail in the following third short paper of this anniversary issue.

### **Literature:**

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## The BPS Working Paper Series: A Look Ahead

Christoph Dörrenbächer and Matthias Tomenendal

Renaming the IMB to the BPS Working Paper Series is an opportunity to rethink its rationale, scope and manners of delivery. In this short note, we will first elaborate on the benefits of publishing in a working paper series and motivate the continued effort of the BPS in this respect. Next, we will discuss what the P in BPS, namely professionalism, means for the scope of our working paper series. Finally, we will discuss some new modes to deliver the series in order to enhance its visibility and accessibility.

### Rationale

Following Timcke et al. (2013), there are four key benefits of publishing in working paper series. We will present and evaluate them here from the perspective of the BPS: (1) *Working papers generate valuable feedback*. In the course of the review process for publishing in the BPS Working Paper Series, both reviewers and the editorial team provide feedback to the authors of working papers. Reviewers may come from outside and inside the BPS. They may include BPS corporate partners as well as advanced BPS students that practice reviewing as part of their research methods education. Within the BPS community, valuable feedback on published working papers surely comes from readers as interested peers. In the future, the BPS Working Paper Series hopes for even more peer feedback fostered by enhanced visibility and accessibility of the series (see below). (2) *Working papers create opportunities for collaboration*. They enhance the academic outreach and in particular link authors with scholars working on similar topics. High-level network effects could be achieved via research and publishing invitations. Lower-level network effects might extend to information sharing or the invitation to relevant events. All this is particularly useful for academics from the BPS and the HWR that have limited resources and opportunities for research dissemination due to their work profile, which is characterized by a high teaching load and a considerable amount of partnering with practitioners. (3) *Working papers enhance the dissemination of research results*. In their efforts to produce and publish rather unique research results, often in the context of applied research, authors may purposefully refuse to submit themselves to idiosyncratic journal requirements and the pathologies that even occur during some peer review processes.<sup>5</sup> The present contribution may serve as an example: While the description of the history and transformation of the IMB Working Paper Series, the empirical data presented as well as the outlook on the series' future (see below) are not embedded into current scholarly debates (yet) - thus hardly suitable for immediate publication in an academic journal - they are nevertheless worth disseminating from our point of view. We believe that they serve a valuable purpose in fostering the transfer activities of universities and are of

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<sup>5</sup> Experience shows that inadequate or even insulting reviews, non-transparent editorial decisions, lengthy review processes and undue delays in publishing made authors rethink their original publication outlet decision in order to escape the 'costs of time' and the 'moral cost of intellectual prostitution' (Frey 2003: 210).

interest for the series' (prospectus) authors, the BPS/HWR community and potentially other working paper series' editors. (4) *Working paper writing is a capability building process*. This applies in particular to young scholars or postgraduate students. Given the large number of IMB Working Papers that (previous) IMB/BPS, respectively FHW/HWR students have co-authored with their professors (see Dörrenbächer in this volume), capability-building effects are evident. Facilitated by the system of small class sizes at the BPS/HWR, we assume that such effects may even be magnified through more dedicated collaboration between BPS/HWR graduate students and their professors in drafting BPS Working Papers.

## Scope

Given the benefits and the success of the IMB Working Paper Series, we do not ask the question whether but rather how to proceed with it. While the series should remain a low-barrier publication outlet for research done by the BPS/HWR community, there are a number of untapped opportunities that stem from the mission and ambition of the BPS. We would like to build on these when we rename the IMB to the BPS Working Paper Series. Realizing these opportunities is in line with the AACSB Standards for impactful research that calls business schools to “engage in the creation and dissemination of high-quality impactful knowledge that is aligned with their missions” (AACSB/SAGE 2020). The general attributes of professional schools as well as the BPS ambition to develop leaders that promote quality, sustainability and respect for diversity, calls in particular for the creation and dissemination of applied, problem-orientated research that is useful to stakeholder groups (see the contribution of Tomenendal and Egger de Campo in this volume).

To better highlight and promote this type of research that bridges theory and practice, the BPS Working Papers Series may introduce a sub-category that could be labelled “BPS Working Papers: Theory for Practice”. Following van de Ven and Johnson (2006), working papers in this sub-category should exploit “...differences in the kinds of knowledge that scholars and practitioners from diverse backgrounds bring to bear on a problem...” resulting in “...engaged scholarship”... “... that is more penetrating and insightful than knowledge produced when scholars or practitioners work on a problem alone” (ibid: 815). BPS scholars with their strong links to business, politics and administration in Berlin and beyond are well equipped for engaged scholarship, as they meet basic requirements as defined by van de Ven and Johnson (2006). They are aware of “questions and anomalies existing in reality”, they are able to organize “research projects as collaborative learning experiences”, they are aware of “alternative practical formulations of a question of interest”, and they are able to frame “research and its findings to contribute knowledge to academic disciplines and to one or more domains of practice” (ibid). Past examples for such research by the BPS/HWR community are numerous and include for instance: an ERASMUS-funded curriculum development project on Gender Balancing in Digital Entrepreneurship in cooperation with European university partners, workshops on regional development in East Germany and South Italy with international research partners, third party-funded projects of applied research on innovation and growth in the Berlin region in cooperation with Berlin university partners and companies, student consulting projects in strategic management courses in cooperation with national and international corporate partners and startups, leadership development projects with companies in Berlin etc. The results of these projects published in the BPS Working Paper Series may

come as practice-focused “use cases” of e.g. firm-specific solutions to relevant business decisions and their related hard-, soft-, and brainware. At the other end of the continuum there may be results from theory-led, applied research that generate impactful knowledge for a broader set of stakeholders.

Another subcategory of BPS Working Papers could be labelled “BPS Working Papers: Teaching Resources”. Despite the fact that one reason for the start of the IMB Working Paper Series was to have an outlet for teaching-related material, our analysis above (Dörrenbächer in this volume) shows that only little teaching material has been published so far. A few case studies and some literature-based analyses on the pages of the IMB Working Paper Series clearly serve educational purposes, but there has never been a systematic attempt to actively recruit teaching-related content for the series. Doing so in the future might be sustained by creating the above mentioned BPS Working Paper sub-stream that would be open for didactical add-ons (such as discussion questions, further reading, exemplary cases, access points for further research, instructor material etc.).

A final idea regarding the scope the BPS Working Paper Series is to attract papers that contribute and promote discussions on the further development of the BPS as an organization (see the contribution of Tomenendal and Egger de Campo in this volume). Topics here are manifold, ranging from the mission of the school, over its teaching model(s) to strategic and organizational issues. These papers contribute to transfer-oriented community building of the BPS as well as the promotion of applied research on modern forms and institutions for lifelong learning.

### **Delivering and Promoting the Series**

The changing landscape as to how scientific knowledge is distributed requires that the transition from IMB to BPS Working Papers goes hand in hand with new ways of delivering and promoting the series. So far, promotion of the series was by website presence (<https://www.berlin-professional-school.de/bps/bps-entdecken/forschung/>) and the listing of the series in working paper repositories such as EconStor. While in principle, this made the papers of the IMB Working Paper Series accessible to readers, few has been done to actively promote the series and to attract potentially interested parties to download and read the papers. Here, the BPS Working Papers could break new grounds in the future. There are various options to enhance visibility and accessibility of the series. Promoting new working papers on Twitter or Linked-in/Xing is common practice for well-run series. The same is true for the temporal highlighting of a new working paper on the landing page of the institution hosting a series. Finally, an easier access to the content of the research can be provided by producing and linking blog posts or short videos in which authors convey the main contents and contributions of a working paper in a barrier-free, accessible and easy-to-understand and -use way. We are committed to developing the BPS Working Paper Series further into this direction and call for active contributions by all members of the BPS Community.



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