

# TUM SCHOOL OF MANAGEMENT **STRATEGY 2026**

**TRANSFORMING  
TOWARDS A  
BETTER WORLD**







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# MESSAGE FROM THE DEAN

Welcome!

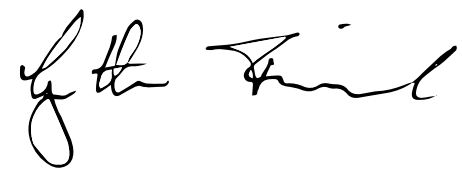
The times are challenging. Globalization, digitalization and sustainability are the buzzwords of our decade. The core question that societies, companies and people worldwide are likely to be asking is: How can we position ourselves to succeed in a globalized world, in digital competition and meet the demands for sustainability? As a school of management at a technical university, we want to use all of our resources to find answers to this question, utilizing our interactions with engineering, natural and life sciences.

Ever since our founding some 20 years ago, our mission has been to bridge the gap between management and technology. This is how our research and teaching overcome boundaries. Our researchers combine cutting-edge knowledge of entrepreneurship with thought leadership in many areas of management, engineering and natural and life sciences. And our students receive a profound education and come to deep understanding in these areas as well. Our main campuses in Munich, Garching and Heilbronn are located in the most economically prosperous and entrepreneurially attractive regions of Europe. Here, we have an ongoing, exciting exchange between university, society and business. Against this background, we are convinced that we will find the best answers to the challenges of this decade.

Thanks to our continuous growth, we invite top scientists from all over the world to join us in addressing the questions of our time. We welcome the most promising, interested and entrepreneurial students from home and abroad who want to find new answers to the challenges of a globalized, digitalized and sustainable world. We seek exchange with leaders and practitioners in order to be able to guarantee the transfer of knowledge.

This strategy paper is thanks to all those involved, without whom our vision and planned measures would not have been possible. Students and graduates, the TUM Board of Management, our Advisory Board members, partners from science, business and society, directors, faculty and administrative staff were involved in the development of the new strategic plan.

Let us contribute to a better world with our ideas!



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



**PROF. DR. GUNTHER FRIEDL**  
Dean of TUM School of Management



# TUM SCHOOL OF MANAGEMENT AT A GLANCE

TUM School of Management, founded in 2002, conducts cutting-edge research and teaching at the interface of management and technology. We are a leader in German rankings and are positioning ourselves more and more in the top international rankings. In 2021, we achieved positions in the TOP-50 group worldwide in the important FT and QS rankings. Since 2017, our school has been a member of a select international group of business schools accredited as “Triple Crown” by the AACSB (Association to Advance Collegiate schools of Business), the AMBA (Association of MBAs) and the EQUIS (European Foundation for Management Development). The Triple Crown certification is internationally recognized as a seal of quality for students and academics and has been achieved only by one percent of business schools globally.



## OUR RESEARCH MAKES THE DIFFERENCE

Approximately 350 national and international researchers, including more than 50 professors at all career levels, conduct research at the TUM School of Management in the classic management disciplines as well as at the important interfaces with engineering, natural and life sciences. With our memberships in academies and on boards of directors, we have a major impact on important decisions in science, business and society. Our academic staff publish approximately 200 peer-reviewed publications each year and receive around 8 million Euros in third-party funding annually.

## THE RESPONSIBLE LEADERS OF TOMORROW

Our 13 Bachelor’s and Master’s degree programs attract students from all over the world. Our student community currently has approximately 6,000 students from over 40 countries. It is important for us to teach our students about social responsibility. Our mission is to turn enthusiasm for innovation and technology into real outcomes by teaching the necessary management skills. Through an interdisciplinary teaching approach, we train future managers who feel equally at home talking to management experts, engineers and scientists. Thanks to the entrepreneurial environment at TUM, a considerable number of our graduates start up their own businesses in technology-based industries.

## TUM IN RANKINGS

1 BEST  
GERMAN  
UNIVERSITY

Germany  
QS World  
University Rankings



1 BEST  
TECHNICAL  
UNIVERSITY

Germany  
Shanghai Ranking



10 BEST  
EUROPEAN  
UNIVERSITY

Europe  
Global University  
Employability Ranking



## MULTIPLE LOCATIONS, MORE POSSIBILITIES

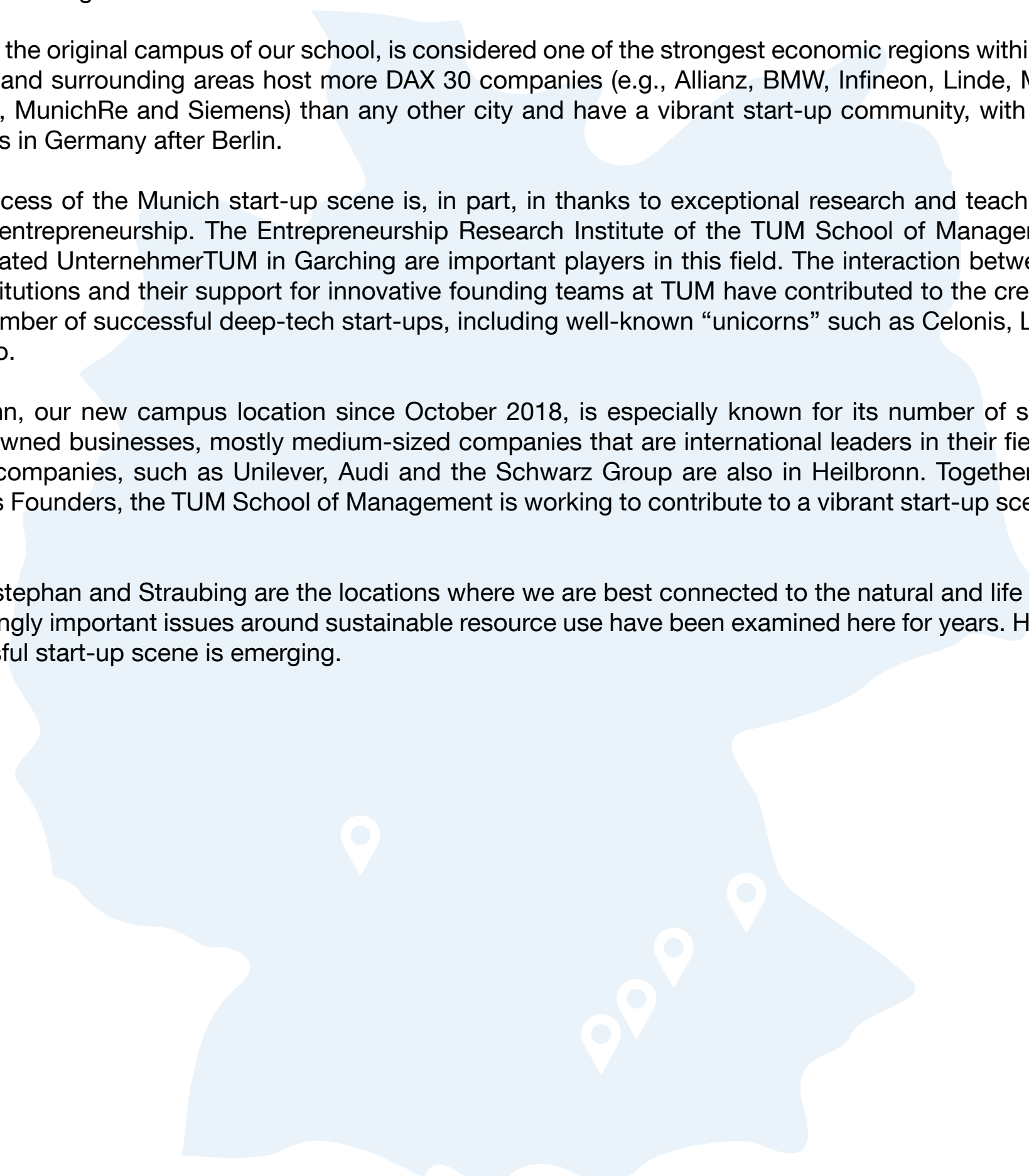
We have been a multi-campus school since our founding. TUM School of Management started at the Munich and Weihenstephan campuses and now, research and teaching also take place in Garching, Straubing and Heilbronn. Cross-campus collaboration is of great value to us, as we engage with different regional actors and utilize the strengths of each.

Munich, the original campus of our school, is considered one of the strongest economic regions within Europe. Munich and surrounding areas host more DAX 30 companies (e.g., Allianz, BMW, Infineon, Linde, MTU Aero Engines, MunichRe and Siemens) than any other city and have a vibrant start-up community, with the most start-ups in Germany after Berlin.

The success of the Munich start-up scene is, in part, in thanks to exceptional research and teaching in the field of entrepreneurship. The Entrepreneurship Research Institute of the TUM School of Management and the affiliated UnternehmerTUM in Garching are important players in this field. The interaction between these two institutions and their support for innovative founding teams at TUM have contributed to the creation of a large number of successful deep-tech start-ups, including well-known “unicorns” such as Celonis, Lilium and Personio.

Heilbronn, our new campus location since October 2018, is especially known for its number of successful family-owned businesses, mostly medium-sized companies that are international leaders in their fields. Well-known companies, such as Unilever, Audi and the Schwarz Group are also in Heilbronn. Together with the Campus Founders, the TUM School of Management is working to contribute to a vibrant start-up scene in this region.

Weihenstephan and Straubing are the locations where we are best connected to the natural and life sciences. Increasingly important issues around sustainable resource use have been examined here for years. Here too, a successful start-up scene is emerging.



# MISSION / VISION

## 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.

## VISION

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

# VALUES

### 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.

### 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 society.

### 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.

### 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, skin color, ability, age, or sexual orientation and are determined to learn from our students' cultures, experiences and opinions.

### COLLEGIALITY AND "GEMÜTLICHKEIT"

We foster a climate of mutual interaction, help and collaboration among students, faculty and administrative staff. Gemütlichkeit\* is an attribute that we would particularly like to focus on.

\*Gemütlichkeit (German pronunciation: [ɡəˈmyːtlɪçkəɪt]) is a German-language word used to convey the idea of a state or feeling of warmth, friendliness [1] and good cheer. Other qualities encompassed by the term include cosiness, peace of mind and a sense of belonging and well-being springing from social acceptance. The adjective "gemütlich" is translated as "cozy" so "gemütlichkeit" could be simply translated as "coziness."

\*Source: www.wikipedia.com, 2021



# SOCIETAL CHALLENGES

While developing our strategy, we thought about which major societal challenges we will face in the next decade.

We identified three major social transformations that are most relevant for the school's future activities:

***DIGITALIZATION***

***UNITED NATIONS SUSTAINABLE  
DEVELOPMENT GOALS (SDGs)***

***GLOBALIZATION***





DIGITALIZATION

The influence of digital transformation affects many areas of business and society, reflected in buzzwords like “Industry 4.0,” block chain, internet of things, or artificial intelligence. These developments lead to more efficiency, greater flexibility and increased productivity and, they also result in an ongoing fundamental transformation of business models and processes. The transforming power of digitalization creates major challenges for almost all branches of industry while opening new opportunities and prospects. At the Digital Summit of the German Ministry of Economics in November 2020, digitalization was seen to be a key tool for achieving the goals that the United Nations set out in its declaration “Transforming our world: the 2030 Agenda for Sustainable Development.” Digital solutions have the potential to reach people irrespective of location or income bracket. Digitalization generates new prospects for society: we want to push it further to create new and important opportunities in administration, education, science and the world of work.

TOP 5 BENEFITS OF ADOPTING A DIGITAL MODEL



\*Source: www.financesonline.com, 2020

“Digitalization is happening everywhere, in production as well as in office jobs with predominantly standardized processes. Therefore employees as well as managers have to continuously update their skills and competencies to face the challenges of the future.”

**JANINA KUGEL**  
Supervisory Board Member, Advisor and Author. She is the former Chief Human Resources Officer and Managing Board member of Siemens AG



“BASF is a co-founder of the United Nations Global Compact. We are recognized as a UNGC LEAD company and in 2018 as an SDG Pioneer. The reason for this was our consistent commitment to the United Nations Global Compact as well as to the Sustainable Development Goals (SDGs) issued by the United Nations. At BASF, responsible corporate behavior is an important cornerstone for the implementation of the SDGs. Business success is not only based on profit, but above all on the added value that a company creates for society and the environment.”



**SAORI DUBOURG**  
Member of the Board of  
Executive Directors of BASF SE

**UNITED NATIONS SUSTAINABLE  
DEVELOPMENT GOALS (SDGs)**

With the adoption of the 2030 Agenda for Sustainable Development on September 25, 2015 at the UN summit in New York, UN member nations agreed on a pact for world’s future. The 17 SDGs in the agenda link the principle of sustainability with economic, ecological and social development. These goals address all countries across the globe.

THE 2030 AGENDA AIMS TO

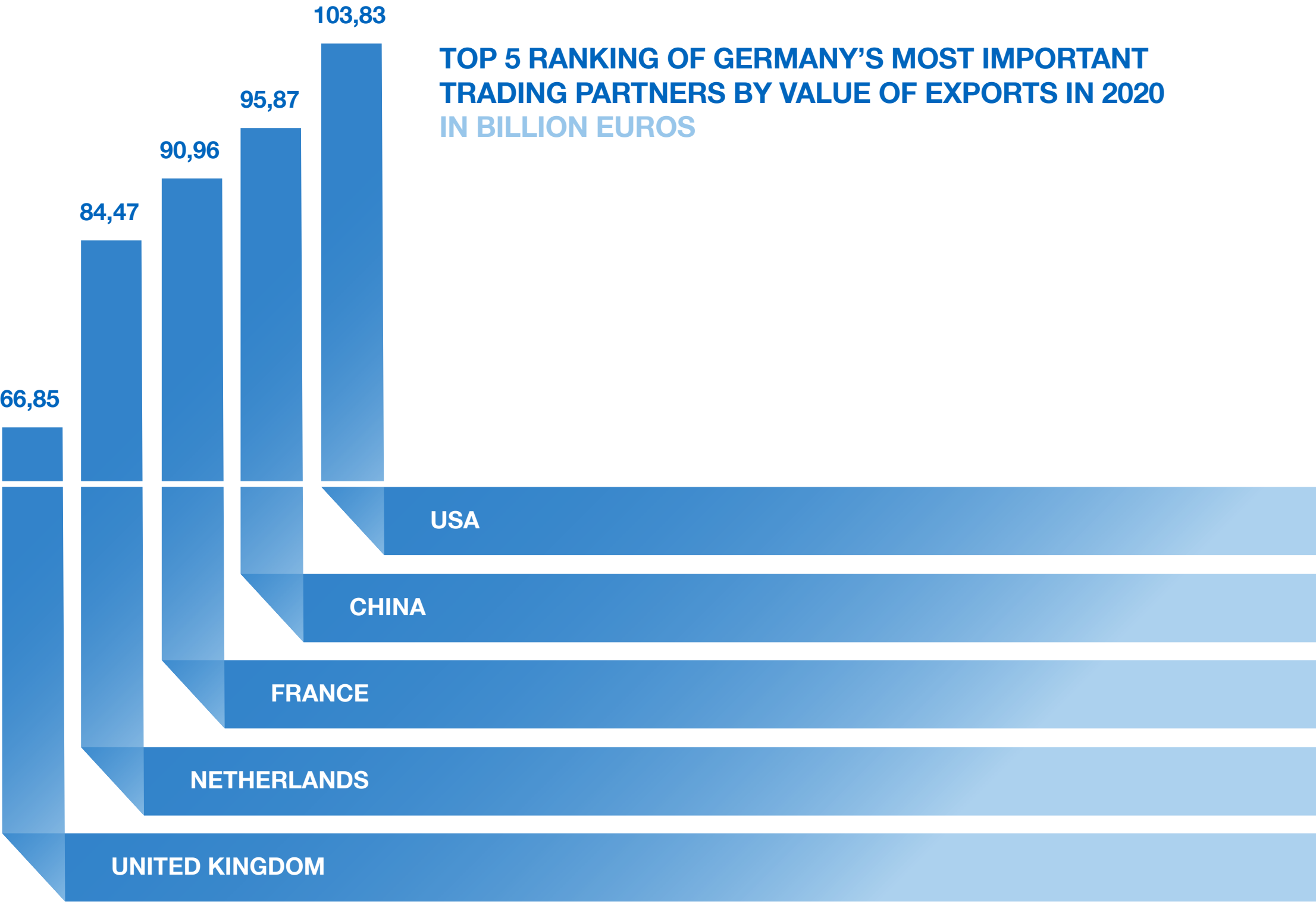
END POVERTY AND HUNGER AND REDUCE INEQUALITY	EMPOWER PEOPLE, ENSURE GENDER EQUALITY AND GOOD & HEALTHY LIVES FOR ALL
PROMOTE PROSPERITY FOR ALL AND MAKE LIFESTYLES SUSTAINABLE WORLDWIDE	RESPECT THE PLANET’S ECOLOGICAL LIMITS <small>(combat climate change, protect ecosystems and use them sustainably)</small>
PROTECT HUMAN RIGHTS <small>(ensure peace, good governance and access to justice)</small>	BUILD A GLOBAL PARTNERSHIP

Participants who worked on the 2030 Agenda believe that “it is one of the most ambitious endeavors of our times.” Besides governments, civil society and industry, the United Nations has called upon academia and the civic community to work together to achieve these goals.



GLOBALIZATION

Due to the distribution of value chains across regions and the economic liberalization of the world market, cross-border cooperation has been taking place globally for decades. Digitalization affects globalization in many ways, including communication, products and services, trading platforms and data flows. The Institute of the German Economy observes that globalization is under pressure from various sides and not only due to the Covid crisis. Before the Covid crisis, national egoisms were on the rise, as were geo-economic conflicts. Various types of fear of loss led to efforts for protection and national sovereignty, as was evident in the USA and the UK, but also in parts of continental Europe. The rise of China not only leads to geopolitical rivalries for dominance in the 21st century, but also brings economic problems due to manifold distortions of competition. This ultimately endangers globalization and multilateralism. Germany, the clear winner of globalization in recent years, is caught in this tension. Together with the EU, Germany faces the challenge of preserving open markets and continuing to develop forward-looking trade policies in its own interest.



\*Source: www.statista.com, 2020

“At Siemens Energy, our purpose is to energize society. To achieve this, we have more than 90,000 employees in over 90 countries worldwide working on our focus topics of ESG, innovation and transformation.

They show us every day that the power of a diverse organization is a very tangible driver for sustainable success.”

MARIA FERRARO  
Member of the Executive Board,  
Chief Financial Officer and  
Chief Inclusion & Diversity Officer,  
Siemens Energy AG





# STRATEGIC OBJECTIVES

## OVERVIEW

	RESEARCH AND FACULTY	STUDENTS AND PROGRAMS	INTERNATIONALIZATION	CORPORATE AND START-UP CONNECTIONS	BRAND
WHAT	<p>We are developing our faculty body to deliver <b>excellent and impactful research results</b>.</p>	<p>We are <b>developing our study programs</b> to attract excellent talents and to qualify them in management at the interface of engineering or the sciences.</p>	<p>We are embedding our school in an <b>international network of advanced and strategic partnerships</b>.</p>	<p>We are expanding our <b>relationships in the corporate world</b> in order to increase the impact of our research and teaching.</p>	<p>We are advancing TUM School of Management as an <b>impact brand</b>.</p>
HOW	<ol style="list-style-type: none"> <li>1. Foster disciplinary research excellence</li> <li>2. Focus on research at the intersection of management and technology</li> <li>3. Ensure research with impact</li> <li>4. Increase and diversify our international community of faculty</li> </ol>	<ol style="list-style-type: none"> <li>1. Attract excellent and highly-motivated students</li> <li>2. Ensure impact at the interface of management and technology</li> <li>3. Foster the use of technology-enhanced learning</li> </ol>	<ol style="list-style-type: none"> <li>1. Define new formats of international collaborations</li> <li>2. Diversify further the international profile</li> </ol>	<ol style="list-style-type: none"> <li>1. Bolster support for career development</li> <li>2. Increase interaction with the corporate world</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve brand strength</li> <li>2. Increase the visibility of all campus locations</li> <li>3. Raise awareness for all programs</li> <li>4. Develop a strong TUM School of Management employer reputation</li> </ol>



RESEARCH AND FACULTY

THE INITIAL SITUATION

The TUM School of Management is divided into five academic departments, each with 10-12 associated professorships at all career levels (Tenure Track/Associate Full). Our community consists of over 50 professorships and approximately 300 additional researchers. To date, our school has formed six centers where we address societal issues across departmental boundaries, often with interdisciplinary foci.

We encourage our researchers to contribute to the UN Sustainable Development Goals, in particular:

5 GENDER EQUALITY



7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



The training of our young academics takes place at the professorships and in the school’s doctoral program, with a dedicated “Academic Training Program” for those who aspire to an academic career. In the area of operations and technology, the school has implemented the research training group “Advanced Optimization in a Networked Economy (AdONE),” funded by the German Research Foundation (DFG).

Our academic staff publish approximately 200 peer-reviewed publications each year and receive around 8 million Euros in third-party funding annually.

i ENDOWMENT

In addition to the annual third-party funding of around 8 million Euros, the TUM School of Management receives grants from the Dieter Schwarz Foundation. The Foundation promotes a broad spectrum of future-oriented offerings in the fields of education and science, oriented towards the individual phases of human life. In 2018, the TUM School of Management and the Dieter Schwarz Foundation signed a contract providing for one of the most important endowments in the history of German universities. The endowment permanently finances 20 new professorships, complete with facilities and infrastructure.

WE ARE DEVELOPING OUR FACULTY BODY TO DELIVER EXCELLENT AND IMPACTFUL RESEARCH RESULTS.

Specifically, we have agreed on the following strategic objectives regarding research and faculty:

1. FOSTER DISCIPLINARY RESEARCH EXCELLENCE

2. FOCUS ON RESEARCH AT THE INTERSECTION OF MANAGEMENT AND TECHNOLOGY

3. ENSURE RESEARCH WITH IMPACT

4. INCREASE AND DIVERSIFY OUR INTERNATIONAL COMMUNITY OF FACULTY

With these strategic objectives, we aim to develop our faculty body to deliver excellent and impactful research results.

WHAT

HOW



1. FOSTER DISCIPLINARY RESEARCH EXCELLENCE

Our school is known nationally and internationally for its top research quality. To strengthen our position, we will implement a number of measures. We will make additional offers for the training of our young academics. We will develop a catalog of evaluation criteria for the assessment and career advancement of our professors. And, we will expand our research infrastructure to further enhance research contributions by our academic staff.

*Establish the academic training program*

We will further develop and expand the school's Academic Training Program (ATP), which was introduced in 2021 to complement our traditional German doctoral program. The ATP accepts particularly talented doctoral candidates with high research potential who are aiming for an international academic career. Participants acquire broad and in-depth field and methodological knowledge. The ATP goes far beyond the classic TUM doctoral program, helping participants to qualify for an international academic career.

*Develop evaluation criteria for promotion of professors*

In the implementation of the TUM appointment and career system in the promotion from Assistant Professor to Associate Professor to Full Professor, we will further develop subject-specific evaluation criteria. These content-related criteria will align with internationally competitive evaluation criteria to ensure that we continue to successfully attract and promote top academic staff. These criteria will supplement the formal promotion criteria of TUM.

*Improve research infrastructure*

We will seek improvements to the current research infrastructure at our school. The professors of our school have been invited to formulate their needs and suggestions around enhanced research infrastructure. From there, the school administration will set up a procurement platform to provide the infrastructure in demand.

WHAT

HOW



## 2. FOCUS ON RESEARCH AT THE INTERSECTION OF MANAGEMENT AND TECHNOLOGY

Disciplinarity and interdisciplinarity in research and teaching are equally important at our school. This requires the establishment of professorships in the core disciplines of business administration and its related fields. This provision is a must. Important sub-disciplines for the University and the school, such as entrepreneurship, will be strengthened. For research at the interface with engineering and natural and life sciences, a complement of interdisciplinary research is equally highly desirable. In order to control growth in the various sub-disciplines and to establish collaboration between the various units, we created the following measures.

### *Establish 3-layer model of professorship*

With the 3-layer model of professorships, every existing and future professorship will be assigned to one of three areas:

1. Foundations (required for any business school)
2. Strengths (strengthen the school's focus areas) or
3. Highlights (reflecting current trends)

This allocation will aid us to develop a consistent appointment strategy and to embed the respective professorships in the overall context and needs of the University and the school, both internally and externally.

### *Establish "pop-up" research groups*

We financially support the establishment of so-called "pop-up" research groups. The prerequisites to form a pop-up group are for approximately 3-5 professors (from the TUM School of Management or from the TUM) to collaborate and define an interesting interdisciplinary research topic, which should be addressed collectively, in order to prepare a research application (funded by EU, German Research Foundation (DFG), or Federal Ministry of Education and Research (BMBF)).

### *Encourage cooperation with other TUM institutions*

We have a large number of collaborations with other TUM institutes. These are often initiated based on personal relationships between the actors and are thus very successful and resilient. To further our interdisciplinarity, we will make greater use of our institutional networks and functionaries by initiating collaborations with other institutions or participating in their activities. This also applies, for example, to the newly created TUM Venture Labs.

### TUM VENTURE LABS – SPRINGBOARD FOR DEEP-TECH INNOVATIONS

TUM Venture Labs are new entrepreneurial innovation hubs reinforcing tech-based business creation at the interfaces of engineering, natural, life and data sciences and medicine as well. The joint initiative of TUM and UnternehmerTUM supports entrepreneurial talents in tech-based business translation from science, offering an entire ecosystem with the necessary developmental environments. Our offers range from technical and social infrastructure to entrepreneurship training and support through our top-class industry and investor networks.



### 3. ENSURE RESEARCH WITH IMPACT

At TUM School of Management, we attach great importance to publishing our research findings in relevant journals. In the core disciplines of business administration, the FT 50 list remains our publication list of choice. However, due to our special positioning, the FT 50 list does not cover all of our disciplines equally. The transfer of knowledge to companies and society is not necessarily guaranteed by the disciplines alone. We will therefore expand our activities to increase the impact of our research findings. In addition, we will strengthen our relationships with partners who have a major impact on society and will encourage our researchers to present their research findings on such platforms.

#### *Set up a TUM School of Management publication list*

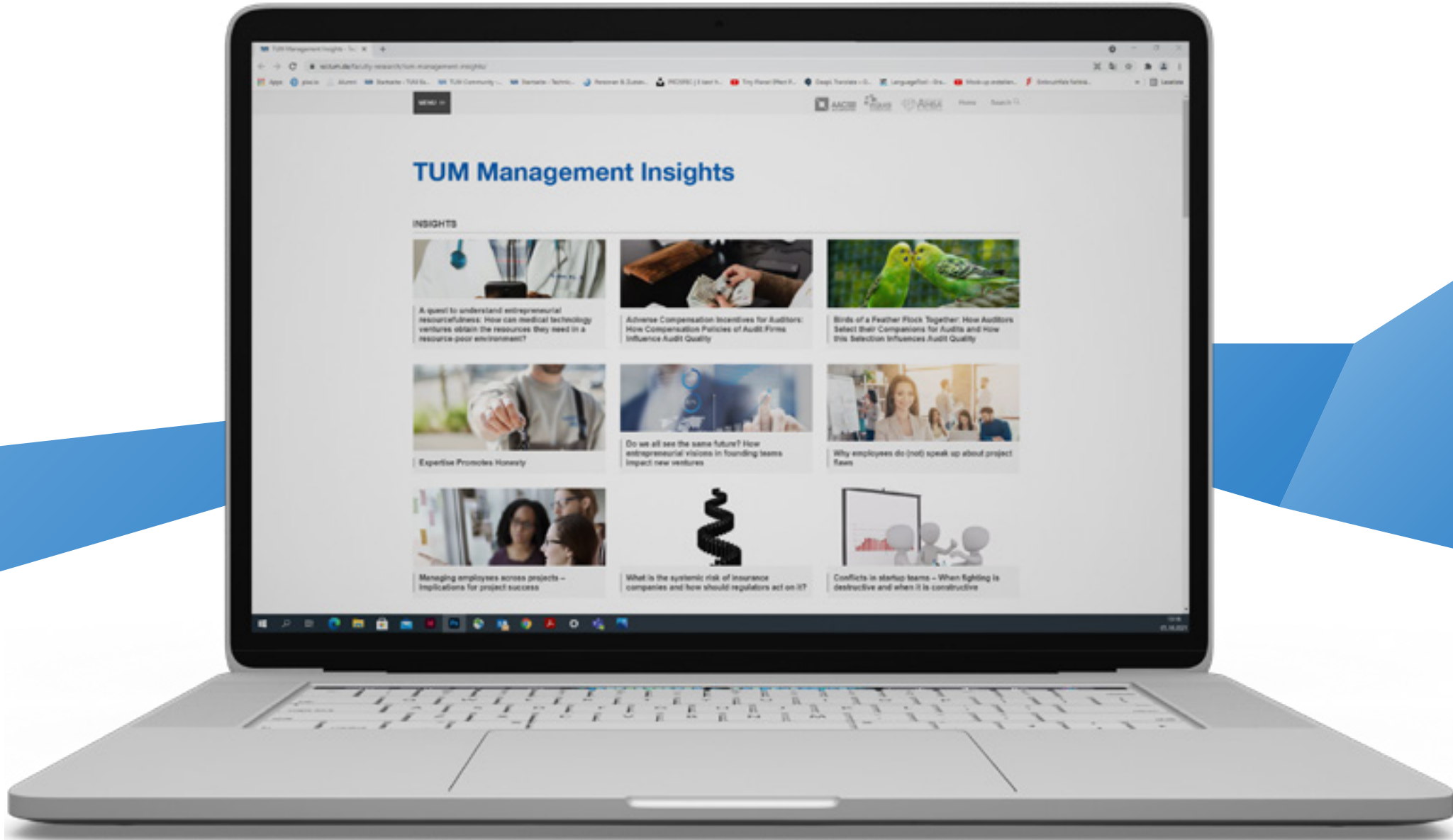
Since 2002, the TUM School of Management has been a pioneer among business schools when it comes to research at the interface between management and technology. More and more business schools are recognizing the great added value that this interdisciplinary research brings. However, important publication lists are still discipline-based. To remedy this deficiency in the future, we will not only use the FT 50 publication list to assess our research strength. We will also create our own TUM School of Management list, which will take into account high-caliber specialist journals, especially at the interfaces with engineering, natural and life sciences.

#### *Encourage cooperation with the Social Entrepreneurship Academy*

The Social Entrepreneurship Academy was founded in 2010 and is a network cooperation of the four Munich universities and their neighboring entrepreneurship centers. With an interdisciplinary approach, the Academy promotes social change under the motto “Education for Societal Change.” In order to further promote the already close cooperation between the Academy and our school, we will set up a coordination office to expand teaching activities for the Academy in particular.

#### *Encourage researchers to share their research findings*

The publication of research findings in leading peer-review journals is our primary goal. However, sharing findings beyond the research community is also important for our societal impact. Therefore, we will encourage our researchers to actively pursue impact on politics, business and society by taking positions outside the university and by preparing research contributions for the communication channels of the TUM School of Management, as well as the regularly published TUM Management Insights.







#### 4. INCREASE AND DIVERSIFY OUR INTERNATIONAL COMMUNITY OF FACULTY

We at TUM School of Management are convinced that diversity drives innovation in research, teaching and the further development of our school. With this conviction, we promote the further growth and diversity of our faculty. We have made many efforts in the last decade to diversify our community. For example, our international staff make up 24.5 percent of our entire community and 27.4 percent of our academic community. Over half of our staff members have had substantial international experience by earning a degree and/or holding an academic position abroad.

##### *Increase number of international visiting scholars and postdocs*

In order to promote the further internationalization of our faculty, we will increase the number of international visiting scholars. Thus, up to five postdocs and up to three visiting professors from abroad will be invited annually, upon proposal by the professors, to our school. Postdocs will be invited to research and teach at the TUM School of Management for up to two years. Visiting professors will receive invitations for stays of up to six months.

##### *Better attract, support and involve international staff*

We will look for further ways to actively recruit diverse and competitive staff members to our community. One important step will be to post job openings on international platforms and promote them at select international conferences. We will also look for additional means to make the application, recruitment, arrival and integration processes at the TUM School of Management for international faculty as easy as possible.



STUDENTS AND PROGRAMS

THE INITIAL SITUATION

TUM School of Management offers three Bachelor programs, six pre-experience Master’s programs, one post-experience Master’s program and three Executive MBAs. The student body consists of approximately 6,000 students from over 40 countries. To gain a global perspective, students can take part in our diverse programs as well as go abroad at more than 110 partner universities worldwide. Our academic programs are offered at the three campuses: Munich, Heilbronn and Straubing. Students at all levels are educated at each location.

Undergraduate program	
	<b>Bachelor in Management and Technology (B.Sc.)</b> Munich Combine the best of two worlds
	<b>Bachelor in Management and Technology (B.Sc.)</b> Heilbronn Take off with a head start
	<b>Bachelor in Sustainable Management and Technology (B.Sc.)</b> Straubing Take charge for a greener planet
Graduate program	
	<b>Master in Management and Technology (M.Sc.)</b> Munich Build bridges between business and science
	<b>Master in Management (M.Sc.)</b> Munich Stand out from the crowd
	<b>Master in Management (M.Sc.)</b> Heilbronn Linking management and sciences
	<b>Master in Consumer Sciences (M.Sc.)</b> Munich Understand your target group
	<b>Master in Finance and Information Management (M.Sc.)</b> Munich Navigate finance and digitalization in a data-driven world
	<b>Master in Sustainable Management and Technology (M.Sc.)</b> Straubing Drive green transformation
Young professional program	
	<b>Master in Management and Innovation (M.Sc.)</b> Heilbronn Boost your career
Executive MBA programs*	
	Munich Executive MBA
	Munich Executive MBA in Innovation and Business Creation
	Munich Executive MBA in Business and IT

\* Part-time study

We value diversity in our study programs, as it brings new perspectives to our classrooms and enhances innovation. Our previous internationalization efforts contributed to a very diverse and international student population, with 32 percent international students in all programs.

WE ARE **DEVELOPING OUR STUDY PROGRAMS** TO ATTRACT EXCELLENT TALENTS AND TO QUALIFY THEM IN MANAGEMENT AT THE INTERFACE OF ENGINEERING OR THE SCIENCES.

Specifically, we have agreed on the following strategic objectives in the area of students and programs:

1. ATTRACT EXCELLENT AND HIGHLY-MOTIVATED STUDENTS

2. ENSURE IMPACT AT THE INTERFACE OF MANAGEMENT AND TECHNOLOGY

3. FOSTER THE USE OF TECHNOLOGY-ENHANCED LEARNING

WHAT

HOW



**STRATEGIC OBJECTIVES**  
**STUDENTS AND PROGRAMS**

**1. ATTRACT EXCELLENT AND HIGHLY-MOTIVATED STUDENTS**

We aim to select talented students who have the potential to benefit from and contribute to our programs. The admission process for all programs will be revised and optimized in order to attract students who are best fit for our programs. We seek to continue to diversify our international community of students in order to bring a multitude of perspectives to the classroom and to enhance societal impact through our academic programs. By developing targeted marketing practices (e.g., attending global recruitment fairs in key regions, implementing targeted online marketing plans, holding region-specific info sessions, etc.), we will optimize our admissions processes to attract the students who are best fit for our programs. We will form a working group to develop these new admissions processes and improvements.

*Provide innovative elements in our program portfolio*

We offer a variety of programs to our students, especially at the Master program level. We will ensure that each program has a unique value to our students.

The focus of each campus in terms of program portfolio will be made more prominent. Leveraging the core advantages of our campuses in our program portfolio will add to the value of the programs and their respective locations. The decision process for portfolio changes and evaluations will be revised and we will develop creative ways to attract new international partners to enhance our programs. Each program and campus will have a clearly visible focus. In the future, we will market campus-specific profiles and programs.

In addition, we will provide innovative elements in our program portfolio. By researching and identifying new trends in education, we will continue to be at the fore of educational innovation. To foster innovation across borders, we will broaden existing and develop new academic internship programs to attract new partners worldwide. These programs will offer students the opportunity to expand their theoretical knowledge and apply it in cross-cultural settings.



WHAT

HOW



2. ENSURE IMPACT AT THE INTERFACE OF MANAGEMENT AND TECHNOLOGY

Our goal in teaching is for our students to acquire outstanding skills in management and expertise in engineering or science. To facilitate this, we will enhance our top education offer by adding more modules that combine learning in these disciplines. Through restructured programs we will enable our graduates to navigate the challenges at the interface of management and engineering or science. Our students will learn to integrate solutions across these disciplines and gain a broad skillset to bolster their careers after graduation.

In our curricula, we will focus more on core skills and new technologies, including quantitative methods, digital literacy and entrepreneurship. Through experiential learning, we will provide added opportunities for the application of knowledge to real world problems. Hands-on elements (e.g., coding classes, introduction to relevant IT tools, etc.) will be included in our programs, as well as the inclusion of more business practitioners integrated into teaching formats.

In alliance with our mission and vision, we will focus more on ethics and personal values. We want to educate our students to be thoughtful in their future business decisions. Discussions on ethics and values will be a standard in most program modules.

We will also increase the willingness and competence of our faculty to teach at all levels. Colleagues will be introduced to all programs (including PhD, MBA and YP-programs) and offered opportunities to exchange best teaching practices. Academic staff will be encouraged to utilize all TUM-offers for refreshing and enhancing their teaching skills.

3. FOSTER THE USE OF TECHNOLOGY-ENHANCED LEARNING (TEL)

We aim to improve the digital experience for faculty and students. We will establish a minimum level of technology-enhanced learning in all of our programs. To foster the needs of our students and the innovative elements of our programs, we will use an intelligent mix of on-site, online and hybrid teaching. We will establish a higher level of TEL, increase the number of advanced uses of TEL and increase the number of experimental/frontier uses of TEL. We want to nurture the student learning experience through technology.

Technology-enhanced learning will be the standard in all modules of our programs. In order to reach this, we will make low-threshold offers for TEL to our faculty. We will set TEL-friendly default settings in our learning content management system. All faculty will have easy accessibility in order to implement the standard of technology-enhanced learning. To deepen the establishment of the application of TEL, the school will organize regular discussions on best practices.

Since we are operating across different locations, we see the opportunity to exploit potential synergies between our campuses. We will exchange available places in courses between campus locations. Networking within the programs among students and teachers will strengthen each program. We will facilitate cross-campus networking among students and teachers to enhance learning and community-building.

WHAT

HOW





INTERNATIONALIZATION

THE INITIAL SITUATION

In our mission, we strive to advance innovation-based businesses and societies in Germany, Europe and the world. In order to do achieve this, we will engage with universities locally, regionally and globally as well as to model internationalization in our leadership structures.

Historically, we have worked to build and maintain strong exchange partnerships in Europe. We have been successful in this endeavor, with 76.6 percent of our partners coming from this region. Now, however, our goal has shifted to expand and diversify our international institutional partnerships and strategic alliances in other world regions while still building and maintaining strong relationships with our partners in Europe. We want to ensure that we are developing and nurturing a globally-minded community.

Our partnerships are defined in three categories to differentiate our levels of engagement with each institution:

- 1. Basic Partners
- 2. Advanced Partners and
- 3. Strategic Partners

Our basic partnerships consist of one agreement or activity between schools. This activity is usually an exchange agreement, but can consist of a summer school or a joint research project. We define our advanced partnerships as “Basic +1” activity (e.g., joint project study, summer school, entrepreneurship exchange, guest lecture, etc.). Our strategic partnerships are defined as “Advanced +1” activity (e.g., double degree, joint certificate program, joint conference, join network, etc.). We currently have 97 basic partners, 26 advanced partners and 1 strategic partner.

Although our staff community is diverse in experience, there are many opportunities to increase representation of internationals among full professors, in leadership positions and on our advisory and executive boards. International staff representation makes up between 15-25 percent of the Academic Department Chairs, the Academic Program Directors, the Advisory Board and the executive education board. There are, however, no international academic staff on the School Council or represented on our School Executive Board.

WE ARE EMBEDDING OUR SCHOOL IN AN INTERNATIONAL NETWORK OF ADVANCED AND STRATEGIC PARTNERSHIPS.

- Specifically, we have agreed on the following strategic objectives:
- 1. DEFINE NEW FORMATS OF INTERNATIONAL COLLABORATIONS
  - 2. DIVERSIFY FURTHER THE INTERNATIONAL PROFILE
- With these strategic objectives we aim to contribute to embedding our school in an international network of advanced and strategic partnerships.

WHAT

HOW



1. DEFINE NEW FORMATS OF INTERNATIONAL COLLABORATIONS

In the next five years, our goal is to develop new basic partnerships outside of Europe as well as additional advanced partnerships and strategic alliances in all world regions. We will focus on establishing new relationships that will lead to quality programs and collaborations. We will also work to develop new and enhance our existing partnerships through participation in and utilization of existing and new networks (e.g., EAIE, NAFSA, AIEA, APIE, QTEM, GBSN, etc.). We also will work with the TUM Central Global and Alumni Office to leverage the University’s flagship partnerships in order to advance cooperation with these existing University-wide partnerships. Utilizing various models of partnership selection (e.g., Excellence vs. Development Logic), we are specifically looking to expand collaboration in the Global South.

Due to some of the logistical challenges of collaborating with universities in some world regions, we will develop creative ways to attract new international partners, for example, by establishing new summer and winter schools and by exploring virtual exchange. Short-term programs and virtual learning have the potential to open opportunities for creative exchange in places where semester dates do not align or where students cannot afford to go abroad for an entire semester. The TUM School of Management will also explore the option of building new academic internship programs to attract new partners and enhance student learning. We currently have a successful interdisciplinary Entrepreneurship Exchange Program (EEP) with the National University Singapore, which we are looking to expand to new partners and potentially with foci on new themes. We are working with the Heilbronn Campus to explore program expansion into the area of Family Enterprise.

Building new partnerships will occur parallel to the deepening of some of our existing collaborations. We have strong connections to universities across Europe which we will continue to develop. To deepen collaboration with and enhance knowledge transfer between our partner institutions, we will encourage participation of both academic and administrative staff in short-term staff exchanges.

2. DIVERSIFY FURTHER THE INTERNATIONAL PROFILE

With the purpose of increasing representation of international staff and in leadership positions and on our board, we will actively recruit current and potential internationals for these positions and will develop more open procedures to fill them. We will consider adjusting the requirements to encourage more diverse representation. Our goal is to have international staff on the School Executive Board, international staff on the School Council and more diversity in key leadership positions such as Department Chairs and Academic Program Directors. We also aim to increase representation of international members on the TUM School of Management Advisory Board.



# CORPORATE AND START-UP CONNECTIONS

## THE INITIAL SITUATION

Corporate and start-up connections take place at various levels at our school. Research cooperation and the assignment of our students to companies in the form of project studies and theses have a long tradition at the TUM School of Management. We also have a history of knowledge exchange through the Management Colloquium and the Advisory Board. In addition, we have established a variety of career development and career placement activities in the past years together with our TUM Management Alumni Association. The Alumni Association’s partner network includes approximately 50 companies from DAX to family-owned and from established global market leaders to start-ups in all sectors. Our graduate surveys indicate that our students find relevant career placements very quickly before and just after graduation.

WE ARE EXPANDING OUR **RELATIONSHIPS IN THE CORPORATE WORLD** IN ORDER TO INCREASE THE IMPACT OF OUR RESEARCH AND TEACHING.

WHAT

Therefore, we have agreed on the following strategic objectives:

- 1. BOLSTER SUPPORT FOR CAREER DEVELOPMENT
- 2. INCREASE INTERACTION WITH THE CORPORATE WORLD

With these strategic objectives, we aim to expand our relationships in the corporate world in order to increase the impact of our research and teaching.

HOW



1. BOLSTER SUPPORT FOR CAREER DEVELOPMENT

It is not only our Alumni Association that offers career support to our students, but also TUM. A new major project is the TUM Venture Labs, which we plan to place more in the foreground of our career services to encourage entrepreneurship and innovation. We will offer additional coaching services for interested founders. And, we will focus on the career development needs of our international students.

*Broad promotion and cooperation for and with the TUM Venture Labs*

TUM Venture Labs support scientists and students on their entrepreneurial journey for deep-tech innovations. Currently there are eight Venture Labs in tech-domains:

- Areospace
- Built Environment
- Food/Agro/Biotech
- Healthcare
- Molecular Assembly
- Robotics/AI
- Software/AI
- Quantum

We will explore how we can continuously communicate this offer to our students and doctoral students and encourage them to participate.

*Support for start-up ideas with “better world” topics*

We are very pleased that many of our founders have launched a product or service that helps businesses or society. In view of the major societal challenges, we will further strengthen this objective among our students. To make them more visible, we will promote start-up ideas with “better world” topics more strongly by offering platforms where ideas can be pitched. We also will provide mentors to support the founding teams.

*Enable more career opportunities especially for our international students*

Many of our corporate partners are global market leaders, however, some do not have an international work base. These partners often prefer to hire German speakers, which can make it challenging for our international students to find positions. For this reason, we will enhance career opportunities for our international students. As a first step, we will identify the companies that have a strong interest in developing an international workforce. We will enhance our relationships with these companies in particular. In parallelly, we will initiate a “buddy program” with our alumni to accompany our international graduates through their first months on the job. We will ask successful employees to act as ambassadors to their companies and our international student body.

WHAT

HOW



## 2. INCREASE INTERACTION WITH THE CORPORATE WORLD

We have a long tradition of inviting representatives from the corporate world to our lectures and we will continue to do this. To interact more with companies, we will set up additional networking platforms. We also see the need for more communication with companies through dedicated communication channels. In addition, we will simplify contract negotiations in part by developing an administrative position in our school that has an overview of all our corporate and start-up connections.

### *Integrate more practitioners into teaching formats*

The involvement of corporate representatives in our lectures is always of great benefit to both sides. Faculty and students gain increased understanding of the corporate world while business leaders gain insight into the academic education of their employees of tomorrow. To further support these activities, we will ensure more centralized coordination. At the same time, we will further define our requirements for the invitation of corporate representatives.

### *Setup of additional platforms*

We are proud of our corporate contacts and want to continue to offer suitable exchange platforms for them. The Management Colloquium, which has been successful for years, will be further developed and continued. In addition, we will establish an “Industry Day” to promote exchange between our school and companies. We will set up a workspace with design thinking elements to develop ideas with companies.

### *Provide additional communication channels*

Our research findings are exceptional and we will communicate them even more to companies. To facilitate this, we will offer more communication channels to the local, regional and international business community, including the development and production of a podcast as well as a newsletter tailored to corporate issues.

### *Improve contract negotiations*

We will set up a contract coordination office to facilitate contract negotiations between all entities. This office will particularly help smooth negotiations of more complex contracts. We are also planning to conclude formalized partnerships with our most important corporate partners.

### *Coordinate and communicate all interactions with companies*

Communication between our school and companies is carried out by many actors at different levels. To better coordinate this exchange in the future, we will procure, install and operate a CRM system. We will make it easier for companies to get in touch with us by setting up central and decentralized access points, including a unit to coordinate all actors in this field.





BRAND

THE INITIAL SITUATION

The Technical University of Munich is an established brand both nationally and internationally. Its logo is iconographic. Our school has developed from a shooting star into the strongest and largest business school in Germany and beyond. With TUM as our alma mater, we have received an enormous boost and at the same time, we are subject to the requirements of many renowned business schools to be recognizable in our brand image. Our greatest strength, the multi-campus, turns into a challenge when it comes to communicating with prospective students and faculty. Our program offering is lean and easy to explain, but still requires explanation due to differing entry requirements. The economic strength of the regions in which our school is located can prove to be a disadvantage when it comes to recruiting administrative, research and teaching staff.

WE ARE ADVANCING TUM SCHOOL OF MANAGEMENT AS AN **IMPACT BRAND**.

With these challenges in mind, we have agreed on the following strategic objectives:

- 1. IMPROVE BRAND STRENGTH
- 2. INCREASE THE VISIBILITY OF ALL CAMPUS LOCATIONS
- 3. RAISE AWARENESS FOR ALL PROGRAMS
- 4. DEVELOP A STRONG TUM SCHOOL OF MANAGEMENT EMPLOYER REPUTATION

These strategic objectives will help us to advance TUM School of Management as an impact brand.

WHAT

HOW



## 1. IMPROVE BRAND STRENGTH

We will continue to work towards making TUM School of Management synonymous with the interface of management and technology. We will further emphasize our strength in the area of entrepreneurship. We also will focus on our important contribution in the area of sustainability.

*Make TUM School of Management synonymous for the interface between management and technology*

In 2022, our school will celebrate its 20th anniversary. 2022 will be dedicated to this anniversary with a series of events. This anniversary year will be flanked by the introduction of a new corporate design and the communication of strong key messages. We will also ask our stakeholders to use the name TUM School of Management and to make themselves available as ambassadors for our school.

*Better communicate our entrepreneurship activities*

In cooperation with UnternehmerTUM and Campus Founders, we will tell the story of the founding successes of our school members to ensure that our entrepreneurship activities are not only reflected in figures.

*Better communicate our activities in the area of sustainability*

In the area of sustainability, there is room for improvement in presenting our research findings. Here too, we will make significant efforts to tell these success stories.

WHAT

HOW



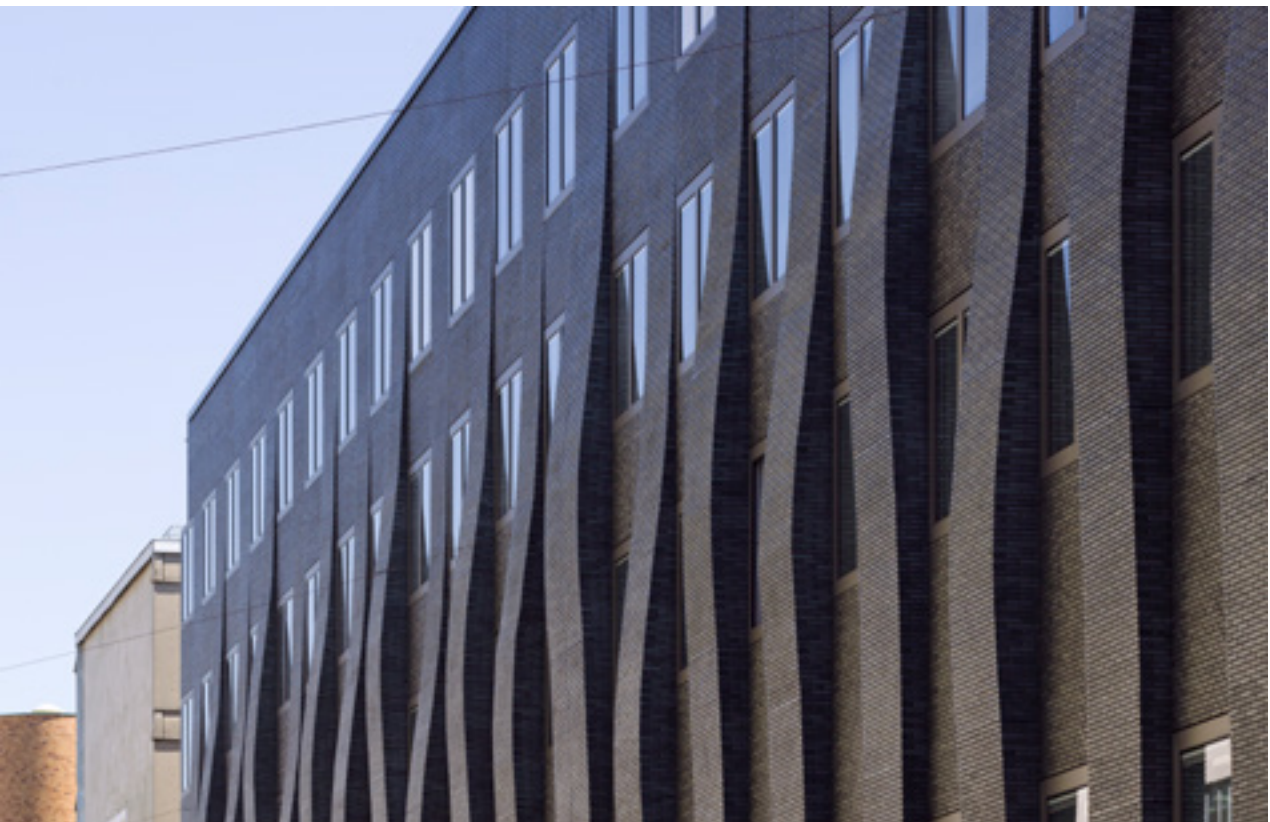




TUM – Straubing



TUM – Weihenstephan



TUM – Munich



TUM – Garching



TUM – Heilbronn

2. INCREASE THE VISIBILITY OF ALL CAMPUS LOCATIONS

Contrary to its name, the Technical University of Munich is not only located in Munich, but also in other cities and regions. For our degree programs at the Heilbronn and Straubing campuses, we will continue to highlight the advantages of these regions, the faculty life there and the career opportunities. Under the motto “Feel the place,” the campuses will become more tangible.



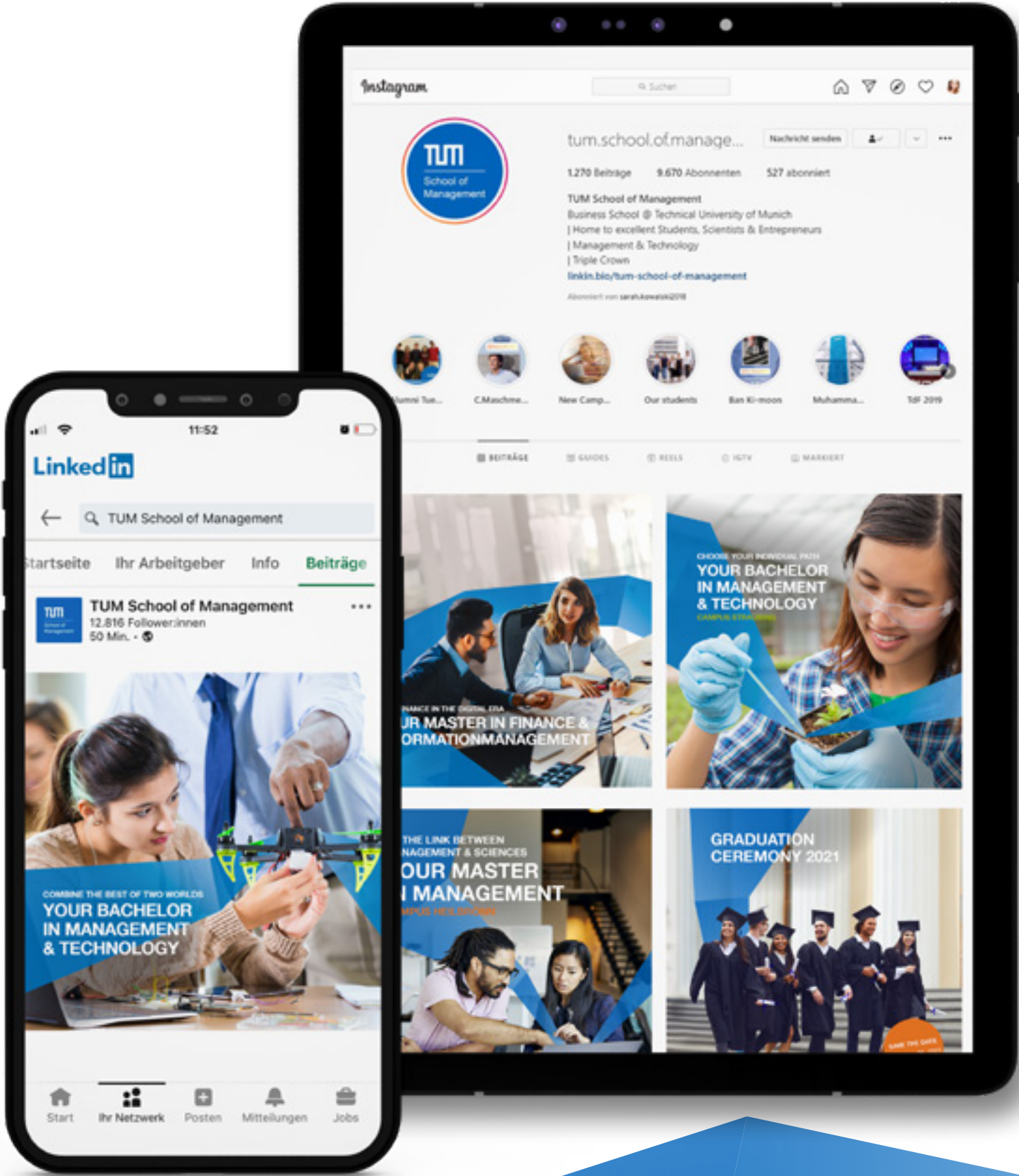
**TUM CAMPUS HEILBRONN: NEW SIGNATURE BUILDING**

In addition to the TUM School of Management, other TUM institutions will operate on the Heilbronn campus. The originally planned space is no longer sufficient for this growth. Therefore, the construction of a new signature building is planned for the activities of the TUM and other partner institutions. The aim is to design the university building of the future on an attractive site near the Neckar River.



3. RAISE AWARENESS FOR ALL PROGRAMS

Technology is enabling us to be more visible in digital media. SEM initiatives and engagement with our students on our social media channels will play a role in raising awareness for our programs, as will the relaunch of our website.



4. DEVELOP A STRONG TUM SCHOOL OF MANAGEMENT EMPLOYER REPUTATION

We will present ourselves even more strongly than before as an attractive employer in the international community. As is customary in the international community, we will attend conferences and use our networks during faculty search processes. We want to ask our faculty members to make themselves available as ambassadors for our school. We will optimize our onboarding for new staff members. We will create welcome events, newsletters, team-building events and more to ensure a successful start for our new staff. Furthermore, we do not want to let the experiences from the Covid pandemic go unused. With these experiences in mind, we plan to implement the New Work approach in the central administration of the TUM School of Management.



# CLOSING REMARKS

We are very much looking forward to implementing our planned strategic activities. In doing so, we rely on carefully measuring our successes. An important achievement we will work towards is improvement of impact measurement. We also know that there are constant adjustments to be made in strategy implementation due to an unpredictable future. Here we are grateful for the continuous exchange with students, graduates, the TUM Board of Management, our Advisory Board members, partners from science, business and society, directors, faculty and administrative staff.

Join us in our strategic development 2021-2026!

We will report on our progress through the following channels:

OPEN THE LINK BY CLICKING ON THE ICONS.



We look forward to your feedback at [info@wi.tum.de](mailto:info@wi.tum.de)!



## IMPRINT

Publisher  
Prof. Dr. Gunther Friedl  
TUM School of Management

Chief editor  
Barbara Tasch  
TUM School of Management

Design and graphics  
Philipp Oppermann  
Vanessa Schwarz  
TUM School of Management

Address of editorial office  
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Arcisstraße 21, 80333 Munich

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