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## **DEANS' WELCOME**

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

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

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

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

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

In 2020, TUM School of Information and Computation joined us with another 10 professorships at TUM Campus Heilbronn.

For current and future faculty, this is a once in a lifetime opportunity to engage in building up a new campus with new areas of specialization in research and teaching TUM Campus Heilbronn focuses particularly on the areas of digital transformation, family run businesses and entrepreneurship areas for which the local region is particularly known. With a new endownment in 2023, TUM Campus Heilbronn shall develop to become a central hub for research and teaching on data science. 10 new professorships - five each associated with TUM School of Management and TUM School of Information and Computation - will be perpetually funded for data science, connecting business studies and informatics. We encourage you to become a part of this exciting development and leave a lasting legacy.

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

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



PROFESSOR GUNTHER FRIEDL

Dean of TUM School of Management

## **TECHNICAL UNIVERSITY OF MUNICH**

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

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

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

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



Video Portrait: The TUM

Click here









TUM – Straubing

# MULTIPLE LOCATIONS, MORE POSSIBILITIES

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

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

of just over a dozen German unicorns (start-ups valued at over a billion dollars) alone come from TUM. The founding spirit of the university and its students makes TUM one of the top performing universities in the world. This makes Munich one

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

TUM members alone have initiated over 1,000 start-ups within the last 20 years, accompanied by the UnternehmerTUM, the university's interdisciplinary center for entrepreneurship. Three of just over a dozen German unicorns (start-ups valued at over a billion dollars) alone come from TUM. The founding spirit of the university and its students makes TUM one of the top performing universities in the world. This makes Munich one of the most vibrant start-up scenes in Europe and offers unique opportunities for you and your research interests.

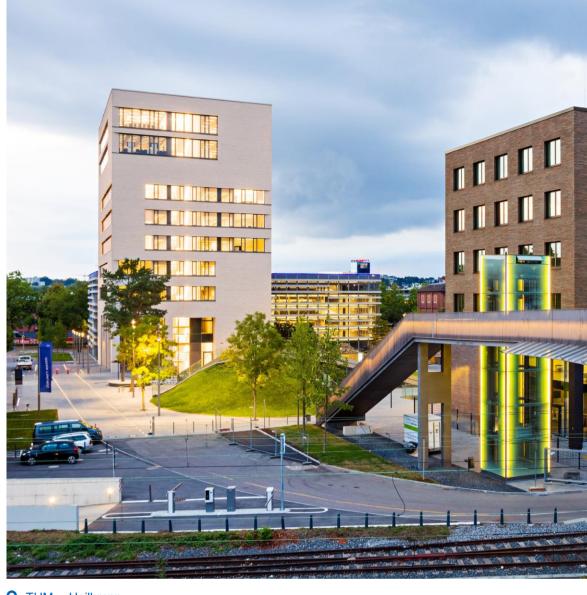
Furthermore Munich attracts highly motivated and excellent international students from over 40 countries, ranking number two worldwide in the QS Best Student Cities Ranking 2023.



▼ TUM – Garching







▼ TUM – Heilbronn

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

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

Experience a 360° Tour

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

## **TUM CAMPUS HEILBRONN**

A new teaching and research facility in Heilbronn – one of the most ambitious highereducation projects in Germany. Since 2019, as part of an initiative by the Dieter Schwarz Foundation, TUM School of Management is creating a teaching and research facility on the "Bildungscampus Heilbronn" (Heilbronn Education Campus). Currently, the final stage of the setup phase is initiated, giving you the possibility to already rely on a broad infrastructure on site. The new campus, known as TUM Campus Heilbronn, focuses on the areas of managing digital technology, entrepreneurship and family businesses. With the new endownment in 2023, five new professorships for the TUM School of Management will ad a new focus to the business studies at the campus by focusing on data science. The Campus shares the vision, mission, values and strategy of the Technical University of Munich and TUM School of Management. Our goal is to steadily build up the Heilbronn Data Science Center.

#### STRATEGIC APPROACH

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

#### PROFESSIONAL EDUCATION AND TRAINING

The advancing rollout of entrepreneurial activities at TUM Campus Heilbronn also means that we can offer new forms of professional education and and training in the field of continuing education. By generating research in the key area of digitization, and with excellently equipped educational institutions in two of Europe's most important economic regions, TUM School of Management will be able to prepare the economic leaders of tomorrow for future socioeconomic upheaval. We will also be able to use our activities in executive education to experiment with innovative approaches.

#### **FACULTY AND FACILITIES**

The TUM Campus Heilbronn will be equipped with 18 endowed professorships for the TUM School of Management, including equipment infrastructure, funded by the Dieter Schwarz Foundation, with 12 professorships already

filled. These professorships belong to the five academic departments of the TUM School of Management: Innovation & Entrepreneurship; Marketing, Strategy & Leadership; Operations & & Technology; Finance & Accounting; Economics & Policy. To ensure integrated, cross-disciplinary research and the required teaching for degree programs, the professorships are assigned to the academic departments on a subject basis and to either the Global Center for Family Enterprise or the Center of Digital Transformation.

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

Since the winter semester 2022/23, the TUM School of Computation, Information and Technology also started operating in Heilbronn, offering new opportunities for collaboration.



## LIVING AND WORKING IN HEILBRONN WHY HEILBRONN? FRANKFURT S Heilbronn is a city between tradition and

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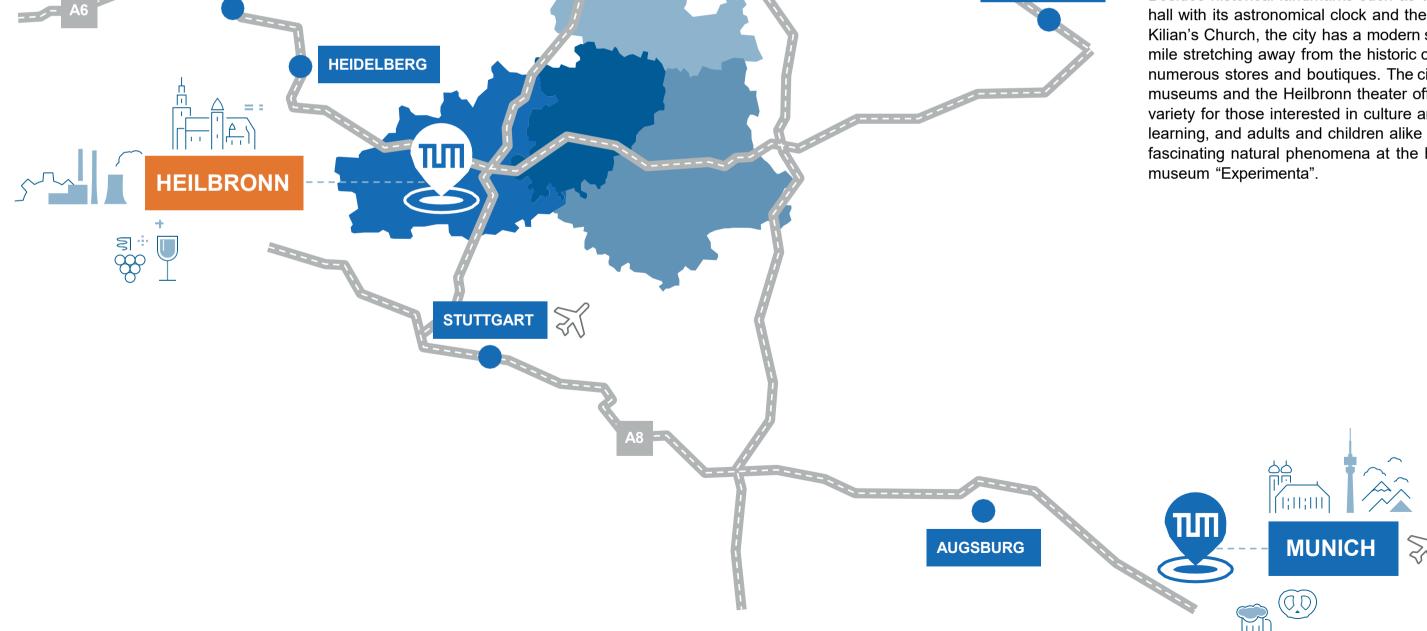
NUREMBERG

innovation, combining Swabian charm with a flair for business. Located in the state of Baden-Wurttemberg in southwestern Germany, the city has been described as "an economic powerhouse with a can-do spirit." The 125,000 inhabitants work in a wide variety of industries and businesses, including many of Germany's well-known family-run small and medium-sized enterprises, for which the region is just as famous as the big players like Audi, Schwarz Group and Würth.

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

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

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



WÜRZBURG

**MANNHEIM** 



# THE GLOBAL CENTER FOR & FOR DIGITAL **FAMILY ENTERPRISE**

# THE CENTER **TRANSFORMATION**

The TUM School of Management enhances research strengths through competence centers, such as the Global Center for Family Enterprise (GCFE) and the Center for Digital Transformation (CDT) at TUM Campus Heilbronn.

#### THE GLOBAL CENTER FOR FAMILY **ENTERPRISE**

The GCFE focuses on the interplay between the "family" and the "enterprise". The Center's research focuses on three main research areas: Sustainability, New Technologies and Innovation and Strategy and Governance in Family Enterprises. It is of utmost importance for the GCFE to take an interdisciplinary research approach by incorporating diverse perspectives (e.g. psychological, sociological, economic and legal) to examine family enterprise behavior. The Center's research is mostly evidence-based and its goal is to achieve academic excellence while researching highly relevant topics. It is also the Center's mission not only to create but to disseminate knowledge within Germany, Europe and the world.

#### THE CENTER FOR DIGITAL **TRANSFORMATION**

At the CDT, 6 professorships research issues related to the impact of digital technologies on business, datadriven decision making and digital platforms developing solutions for the economy and society. The CDT aims to provide practical solutions for the economy, and new findings flow directly into teaching to prepare students for the future. By exploring data-driven decision-making using analytics, machine learning, and optimization in areas like healthcare and finance, its researchers are addressing data uncertainty. Within their research, they study how businesses can benefit from digital platforms and develop methods for success among users, suppliers, and consumers. Researchers at the CDT also examine the impact of digital technologies on business processes, models, and ecosystems. They explore the use of virtual and augmented reality in industry and the impact of digitalization on financial markets.

Website: GCFE

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Video portrait

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Website: CDT

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Our research focus

Research at the CDT

Click here

Research at the CDT

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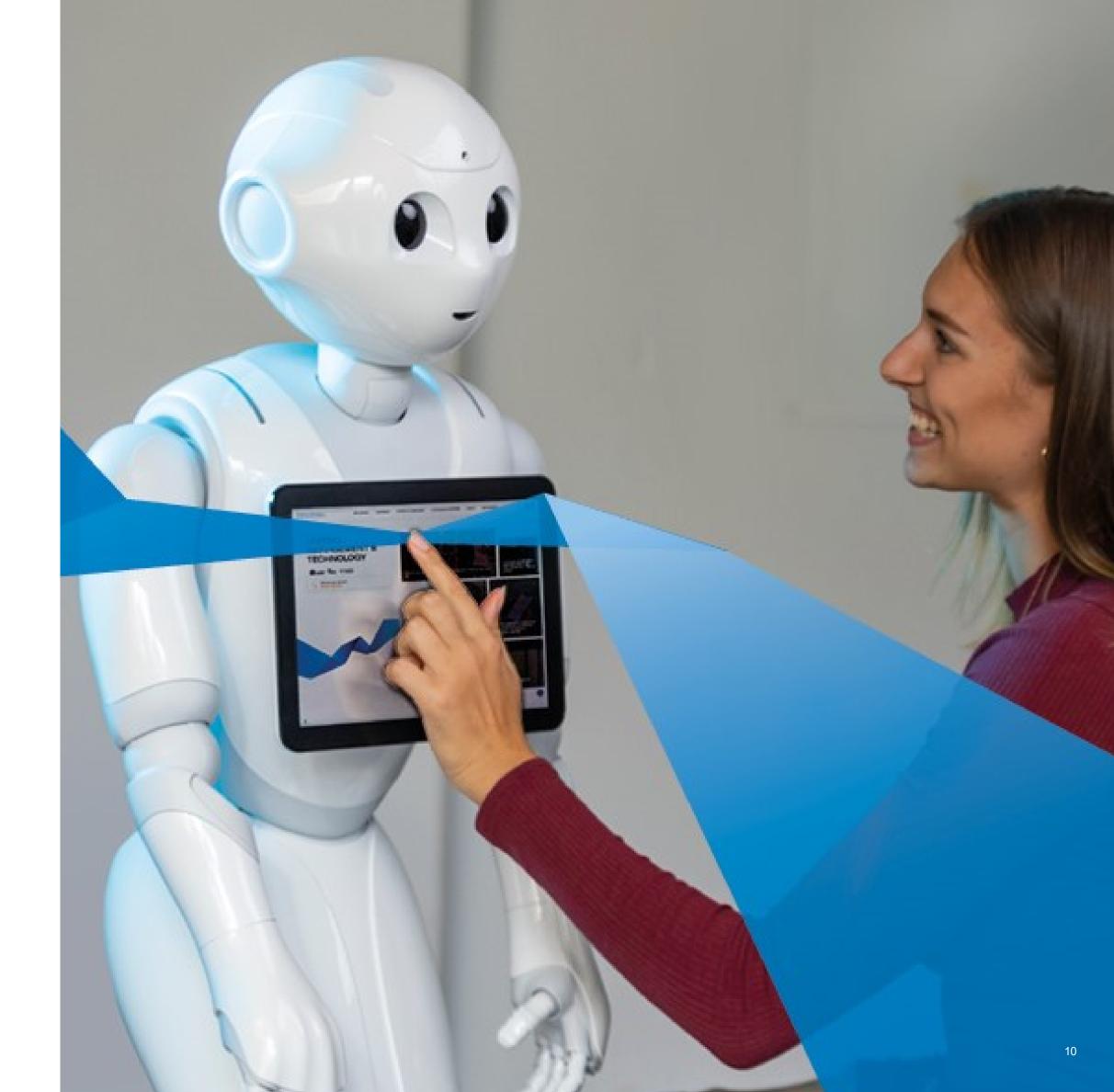


# THE HEILBRONN DATA SCIENCE CENTER AT A GLANCE

# DATA SCIENCE AND AI EXCELLENCE

As part of the ongoing expansion of TUM Campus Heilbronn, we are now creating ten additional professorships dedicated to the cutting-edge fields of data science and artificial intelligence. Under the overarching theme "For the Digital Age," our primary goal is to solidify TUM Campus Heilbronn's position as a hub for data science and AI research, synergizing with the Heilbronn AI Innovation Park.

Central to this expansion is establishing the groundbreaking "TUM Heilbronn Data Science Center," complementing our strengths in digital transformation, family enterprises, and information engineering. Simultaneously, we introduce numerous project funding formats to foster scientific collaboration across various TUM locations. We invite you to be a founding member of this transformative center, pushing the boundaries of data science within the vibrant scientific environment at TUM Campus Heilbronn.



## **OUR VISION AND MISSION**

# **VISION**

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

# **MISSION**

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

## **OUR VALUES**

#### **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 EXCELENCE

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

#### **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, disability, age or sexual orientation, and we 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. We cultivate an attitude of "Gemütlichkeit" – the Bavarian way of life – and a warm and friendly atmosphere within the school.



#### ACADEMIC DEPARTMENTS

#### **INNOVATION & ENTREPRENEURSHIP**

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

#### MARKETING, STRATEGY & LEADERSHIP

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

#### **OPERATIONS & TECHNOLOGY**

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

#### **FINANCE & ACCOUNTING**

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

#### **ECONOMICS & POLICY**

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



# **TEACHING**

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

### **ACADEMIC PROGRAMS**

Undergraduate program		
Munich	<b>Q</b>	Bachelor in Management and Technology (B.Sc.) Combine the best of two worlds
Heilbronn	Q	Bachelor in Management and Data Science (B.Sc.) Unlock the power of data science in business
Straubing	<b>Q</b>	Bachelor in Sustainable Management and Technology (B.Sc.) Take charge for a greener planet
Graduate program  Munich	Q	Master in Management and Technology (M.Sc.) Build bridges between business and science
Munich	•	Master in Management (M.Sc.) Stand out from the crowd
Heilbronn	<b>Q</b>	Master in Management (M.Sc.) Linking management and sciences
Heilbronn	<b>Q</b>	Master in Management and Digital Technology (M.Sc.) Shape business through digital leadership
Munich	•	Master in Consumer Sciences (M.Sc.) Understand your target group
Munich	•	Master in Finance and Information Management (M.Sc.) Own finance in the digital era
Straubing	•	Master in Sustainable Management and Technology (M.Sc.) Drive green transformation
Young professional program		
Heilbronn	Q	Master in Management and Innovation (M.Sc.) Boost your career
Munich and HEC Paris	Q	Master in Management and Innovation (M.Sc.) Boost your career
Executive MBA programs*		
Munich	•	Executive MBA
Munich and St. Gallen	<b>Q</b>	Executive MBA in Innovation and Business Creation
Munich	•	Executive MBA in Business and IT * Part-time Stu

# THE OPERATIONS & TECHNOLOGY DEPARTMENT AT A GLANCE

### WHO WE ARE

The TUM School of Management's Operations & Technology Department addresses the challenges of new technological developments and an increasingly dynamic environment for manufacturing and service operations. The department is dedicated to researching and educating in analyzing, configuring, and optimizing processes within and between businesses/non-profit entities.

## WHAT WE DO

Quantitative methods and software are developed to efficiently use technical and human resources. With a focus on coordination along the supply chain, the department's interdisciplinary approach is evident through its close collaboration with TUM's School of Computation, Information and Technology on the Heilbronn Campus and beyond. The Operations & Technology Department has close ties to numerous industrial partners from, e.g., the automotive, healthcare, and retail sectors. This collaborative effort helps ensure that our research addresses these domains' most pertinent real-world challenges.

The Operations & Technology Department specializes in the analysis, modelling, and optimization of decision problems related to the design and operation of manufacturing and service systems. With a particular emphasis on supply chains, the department's research aims to provide decision support for real-world problems. This is achieved through developing and applying cutting-edge operations research and machine learning techniques, reflecting a commitment to addressing practical challenges with innovative solutions. The department's research outcomes are disseminated through publication in the leading scientific journals.

In terms of education, the department provides students with essential methodological foundations and advanced courses specifically tailored to current methodological developments and application areas such as manufacturing, services, logistics, and supply chains.

### WHAT THAT MEANS

In the joint research training group ADONE, the Operations & Technology Department closely collaborates with TUM's School of Computation, Information and Technology. Over a period of 9 years, Adone is funded by the German Science Foundation.

Together with the software company SAP, Martin Grunow and Stefan Minner are exploring ways to improve sales-and-operations planning and manufacturing/logistics scheduling using advanced machine learning and stochastic optimization methodology.

David Wuttke explores how augmented reality can help in manufacturing environments and conducts experiments on how virtual reality can improve our way of learning operations-related topics.



## **POSITION DETAILS**

FOR A POTENTIAL W2 (WITH TENURE TRACK TO W3) OR W3 ASSOCIATE/FULL PROFESSOR IN » ADVANCED ANALYTICS IN MANUFACTURING MANAGEMENT«

The professorship is endowed by the Dieter Schwarz Foundation and will be located at the TUM Campus in Heilbronn.

#### SCIENTIFIC ENVIRONMENT

The professorship will be assigned to the TUM School of Management and affiliated with the Department of Operations & Technology. The scientific environment for the professorship will be an internationally recognized operations research group at the TUM's Heilbronn and Munich campuses. The professorship is targeted to join the Heilbronn Data Science Center. The school is listed as one of the leading management schools in Germany and internationally.

We aim to create a real impact through our research, contributing to solving humanity's greatest challenges. Existing members of the management school regularly publish in top management, economics, engineering, and general science journals. An interdisciplinary research environment awaits the successful candidate. The school has close ties to industry.

#### **RESPONSIBILITIES**

Responsibilities include research and teaching, as well as the promotion of early-career scientists. We seek to appoint an outstanding scholar in the field of Advanced Analytics in Manufacturing Management. A firm commitment to the Heilbronn Data Science Center and an active involvement in its build-up phase are expected.

#### **QUALIFICATIONS**

We are looking for candidates who have demonstrated excellent achievements in research and teaching in an internationally recognized scientific environment relative to the relevant career level (please see www.tum.de/en/faculty-recruiting-faq/ for further information).

A university degree, an outstanding doctoral degree or equivalent scientific qualification, and pedagogical aptitude are prerequisites. Substantial research experience abroad and the ability to teach in the English language are expected. We value a firm commitment to truly interdisciplinary research and proven experience in industrial production settings.

#### **OUR OFFER**

Based on the best international standards and transparent performance criteria, TUM offers a merit-based academic career path for tenure track faculty from Assistant Professor through a permanent position as Associate Professor and on to Full Professor. The regulations of the TUM Faculty Recruitment and Career System apply. TUM provides excellent working conditions in a lively scientific community, embedded in the vibrant research environment at Bildungscampus Heilbronn, and close interaction with family-owned firms in the region. Services and core facilities will be shared in a center model. The TUM environment is multicultural, with English serving as a common interface for scientific interaction. TUM offers attractive and performancebased salary conditions and social benefits. The TUM Dual Career Office (DCO) provides tailored career consulting to the partners of newly appointed professors. The DCO assists in the relocation and integration of new professors, their partners, and accompanying family members.

#### YOUR APPLICATION

TUM is an equal-opportunity employer and explicitly encourages applications from women. The position is suitable for disabled persons. Disabled applicants will be given preference in case of generally equivalent suitability, aptitude, and professional performance. Application documents should be submitted in accordance with TUM's application guidelines for professors.

These guidelines and detailed TUM Faculty Recruitment and Career System information are available at www.tum.de/faculty-recruiting. Here, you will also find TUM's information on collecting and processing personal data as part of the application process.

Please submit your application by 28 April 2024 via the TUM recruitment portal: www.recruit.tum.de



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

Prof. Dr. Rinderle-Ma

**Prof. Dr. Martin Grunow** 

## PROFESSORSHIP AT TUM

## TUM FACULTY RECRUITMENT AND CAREER SYSTEM

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

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

#### SALARY

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

The initial monthly gross basic salary for a W2 tenure track assistant professor in Bavaria is around EUR 6.100 and for a W3 associate or full professor around EUR 7.200. On top, each professor can receive individually negotiated payments and is entitled to a special annual benefit payment. This also applies for professorships at TUM Campus Heilbronn (which lies in the state of Baden-Württemberg).



## ADDITIONAL INFORMATION FOR PROFESSORS AT TUM

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

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

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

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

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

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



## **GENERAL INFORMATION ABOUT**

# TUM FACULTY RECRUITMENT AND CAREER SYSTEM

Click here

# GENERAL INFORMATION ABOUT TUM SCHOOL OF MANAGEMENT

About TUM School of Management

TUM School of Management strategy 2026

Research

**Teaching** 

Ethics, responsibility, and sustainability

General Information about TUM Campus Heilbronn



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