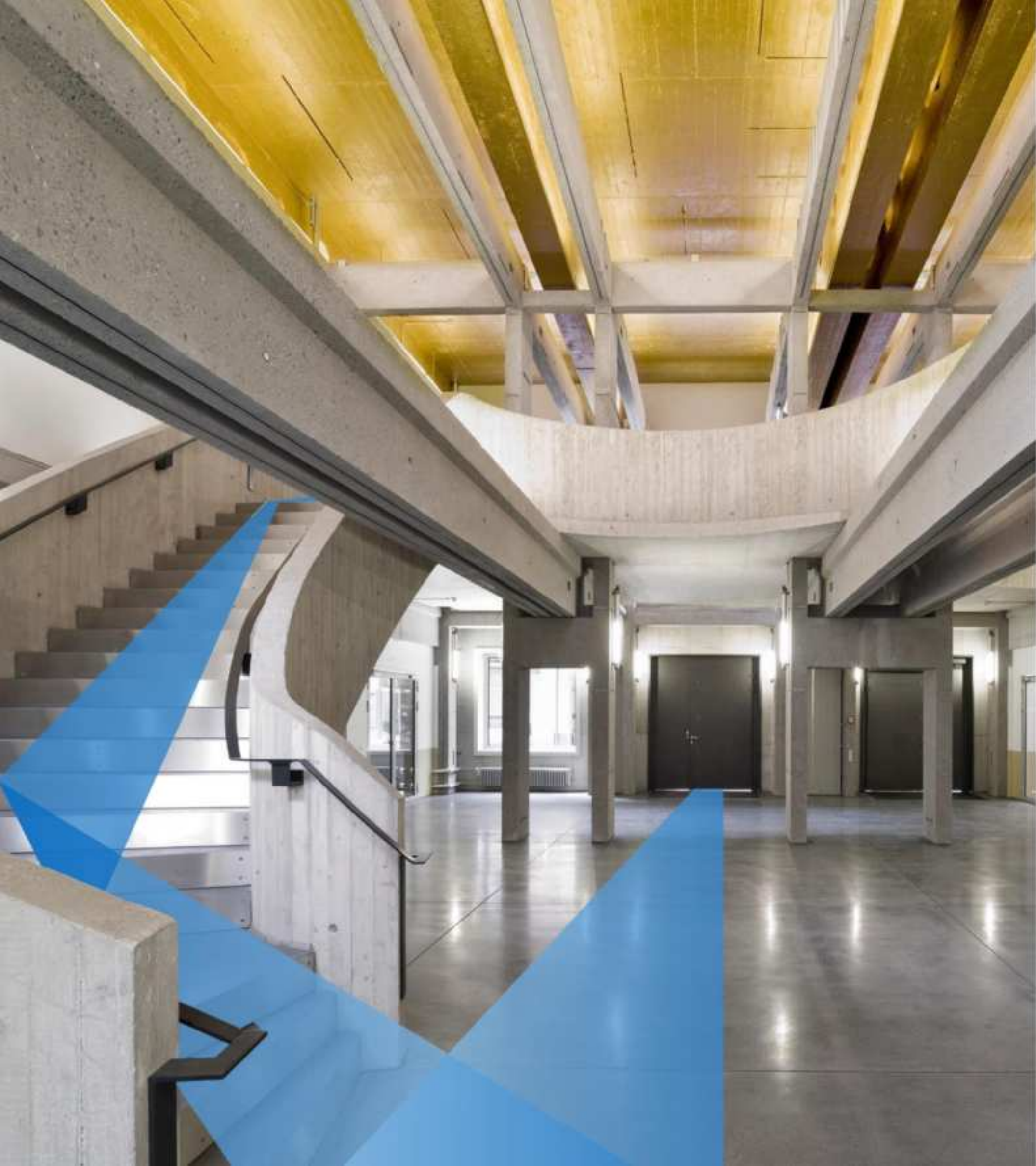


DOSSIER FOR POTENTIAL CANDIDATES FOR A
**TENURE TRACK
ASSISTANT PROFESSORSHIP IN
MANAGEMENT OF SMALL AND
MEDIUM-SIZED ENTERPRISES**



CONTENTS

Page

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



DEANS' WELCOME

AT TUM SCHOOL OF MANAGEMENT, WE BUILD BRIDGES BETWEEN MANAGEMENT AND TECHNOLOGY.

Our mission is to educate the next generation of leaders and innovators who shape the future where business meets science. Located in Germany, in the heart of Europe, we attract outstanding students from around the globe who are eager to address the grand challenges of our time. We empower them to transform technological progress into meaningful solutions for business, society and the future.

Our research opens new horizons. Rooted in entrepreneurial thinking and enriched by strong ties to engineering, the natural and life sciences, our scholars generate insights that cross disciplines. Academic excellence is not only reflected in our rankings but also in our continued relevance to practice. An Advisory Board of leaders from business, academia and public life helps us shape a future-oriented strategy.

TUM School of Management is entering an exciting chapter. In 2018, together with the Dieter Schwarz Foundation (DSF), we launched a major academic initiative in the city of Heilbronn—one of the most significant private investments in German higher education. Since 2020, we've been joined there by the TUM School of Computation, Information and Technology, creating new academic synergies.

For current and prospective faculty, this is a unique opportunity to help shape a vibrant, growing academic environment. TUM Campus Heilbronn focuses on digital transformation, data science, and entrepreneurship in family enterprises—topics with global relevance and deep regional roots. With a dynamic international student body, strong academic partnerships and close collaboration with industry, we offer an inspiring setting for impactful research and innovative teaching.

Join us where excellence, innovation and opportunity come together.

Prof. Christoph Kaserer
Dean of TUM School of Management



PROFESSOR CHRISTOPH KASERER
Dean of TUM School of Management

TECHNICAL UNIVERSITY OF MUNICH

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

TUM is one of Europe's leading universities, with more than 700 professors, over 12,600 academic and non-academic staff, and 53,000 students. It combines outstanding research with unique offerings for students. The university focuses on the engineering sciences, natural sciences, life sciences and medicine; reinforced by schools of management, education and governance. TUM has a very strong position in national and international rankings.

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

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

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

TUM SCHOOLS	7
PROFESSORS	700
STAFF MEMBERS	12,600
STUDENTS	53,000

Video Portrait: The TUM

[Click here](#)



TUM SCHOOL OF MANAGEMENT

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

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

TUM Management is No 1 in Germany in all prestigious current subject rankings (GRAS, THE, QS).

In a new CHE Ranking, what was published at the 20th of November 2023 which includes all our Master programs in Munich, Heilbronn, Bayreuth and Straubing results are counted and were published separately. The TUM School of Management shows in all the Ranking results - general study situation - an Average of all Masters of all Schools is a 4.4.



TUM – Munich



TUM – Straubing

MULTIPLE LOCATIONS, MORE POSSIBILITIES

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

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

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

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

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



TUM – Garching



TUM – Weihenstephan



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.

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.

Experience a 360° Tour

[Click here](#)

TUM CAMPUS HEILBRONN

A new teaching and research facility in Heilbronn – one of the most ambitious higher education 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 endowment in 2023, five new professorships for the TUM School of Management will add 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 family-run businesses. While the Campus Munich focuses more on working with DAX companies, large corporations and start-ups, the Heilbronn campus enables close cooperation with the local, family-run businesses that are hidden champions in the high-tech sector and important players in the economy. 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 region.

PROFESSIONAL EDUCATION AND TRAINING

The advancing rollout of entrepreneurial activities at TUM Campus Heilbronn also means that we can offer new forms of professional education and training 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, the Center for Digital Transformation, or the Heilbronn Data Science Center.

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.



Website TUM Campus Heilbronn
[Click here](#)

LIVING AND WORKING IN HEILBRONN

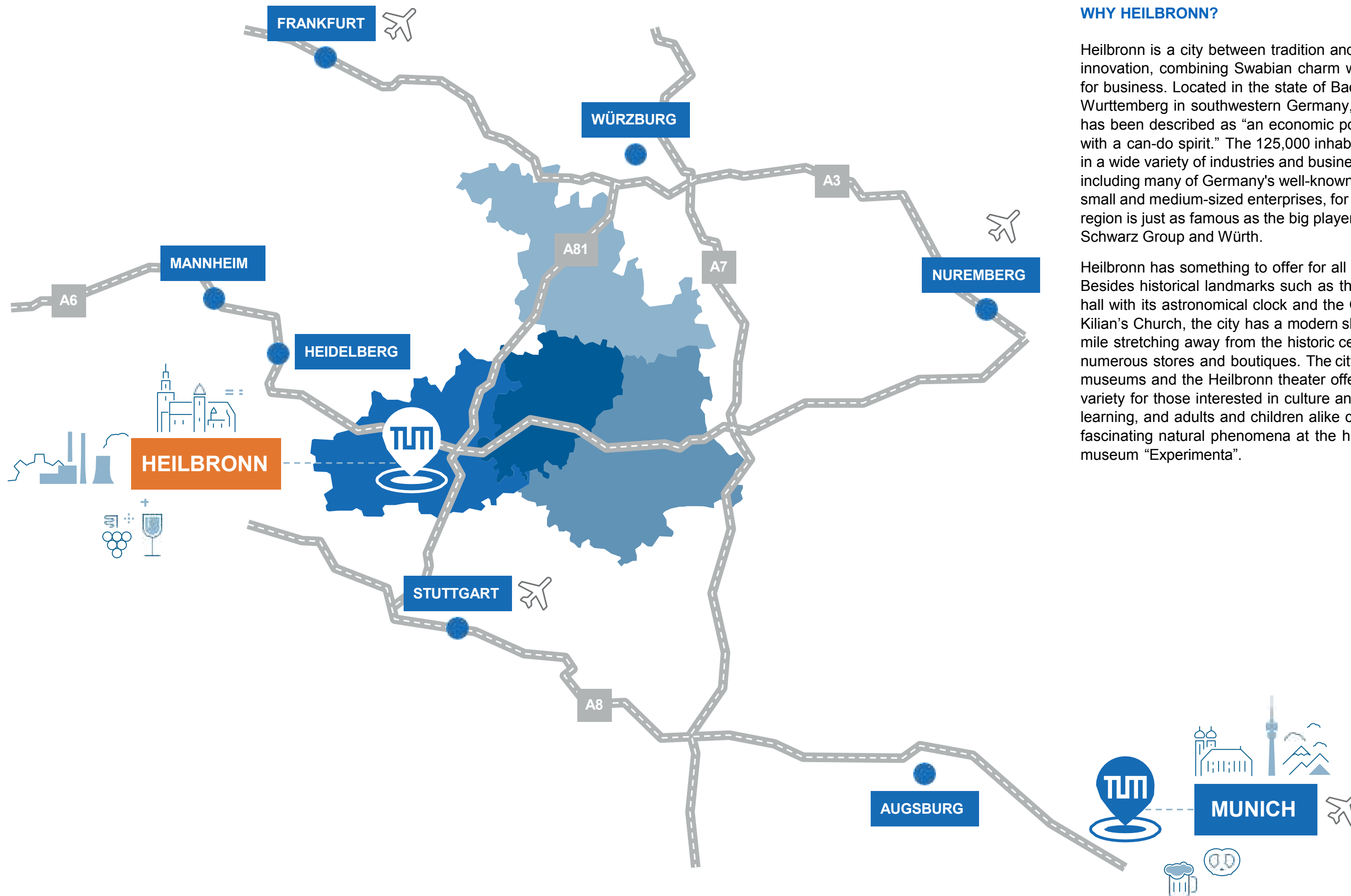
WHY HEILBRONN?

Heilbronn is a city between tradition and innovation, combining Swabian charm with a flair for business. Located in the state of Baden-Württemberg in southwestern Germany, the city has been described as “an economic powerhouse with a can-do spirit.” 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 museum “Experimenta”.

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

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



THE GLOBAL CENTER FOR FAMILY ENTERPRISE



THE CENTER FOR DIGITAL TRANSFORMATION



THE HEILBRONN DATA SCIENCE CENTER

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

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.

At the **CDT**, 6 professorships research issues related to the impact of digital technologies on business, data-driven 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.

The TUM Heilbronn Data Science Center (**HDSC**) is an interdisciplinary research center bringing together five professors each from the School of Management and the School of Computation, Information and Technology. It conducts foundational research in optimization, machine learning, and artificial intelligence, with a focus on developing new methods and algorithms. This is complemented by application-oriented projects that use rigorous data analysis to generate actionable insights. HDSC addresses relevant business challenges across diverse domains through close partnership between data scientists, management researchers, and industry. It serves as a platform for collaboration, knowledge exchange, and scientific progress – locally, nationally, and internationally.



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 EXCELLENCE

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

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.



RESEARCH TUM SCHOOL OF MANAGEMENT

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

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

ACADEMIC DEPARTMENTS

INNOVATION & ENTREPRENEURSHIP

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

MARKETING, STRATEGY & LEADERSHIP

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

OPERATIONS & TECHNOLOGY

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

FINANCE & ACCOUNTING

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

ECONOMICS & POLICY

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






TEACHING

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

ACADEMIC PROGRAMS



Undergraduate program

- Munich**  **Bachelor in Management and Technology (B.Sc.)**
Combine the best of two worlds
- Heilbronn**  **Bachelor in Management and Data Science (B.Sc.)**
Unlock the power of data science in business
- Straubing**  **Bachelor in Sustainable Management and Technology (B.Sc.)**
Take charge for a greener planet

Graduate program

- Munich**  **Master in Management and Technology (M.Sc.)**
Build bridges between business and science
- Munich**  **Master in Management (M.Sc.)**
Stand out from the crowd
- Heilbronn**  **Master in Management (M.Sc.)**
Linking management and sciences
- Heilbronn**  **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

Executive MBA programs*

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

- Munich**  **Executive MBA in Business and IT**

* Part-time Study

POSITION DETAILS

THE TECHNICAL UNIVERSITY OF MUNICH (TUM) INVITES APPLICATIONS FOR TENURE TRACK ASSISTANT PROFESSOR IN “MANAGEMENT OF SMALL AND MEDIUM-SIZED ENTERPRISES”

to begin as soon as possible. The position is a W2 fixed-term (6-year) tenure-track professorship with the possibility for promotion to a tenured W3 position. The professorship is endowed by the Dieter Schwarz Stiftung and will be located at TUM Campus Heilbronn..

SCIENTIFIC ENVIRONMENT

The professorship will be assigned to the TUM School of Management and will be part of the Global Center for Family Enterprise at TUM's Heilbronn Campus. The unique European ecosystem *Bildungscampus Heilbronn* will offer excellent collaboration opportunities, especially with professorships at the *Center for Digital Transformation* and the *Heilbronn Data Science Center*, as well as with internationally leading businesses located in the Heilbronn-Franken region. The school is currently listed as one of the strongest German business schools for research. We aim to create a real impact through our research, contributing to solving humanity's greatest challenges. Existing members of the business school publish regularly in top business, economics, and general science journals. An interdisciplinary research environment awaits the successful candidate. The school has close ties to industry.

RESPONSIBILITIES

The responsibilities include research and teaching as well as the promotion of early-career scientists. We seek to appoint an expert in the research area of small and medium-sized enterprises, ideally with a research focus on family-owned enterprises. Relevant research topics may include, but are not limited to, entrepreneurship and innovation, governance and ownership competence, or management and decision making for societal challenges. Teaching responsibilities include courses in the university's bachelor's and master's programs, specifically in the *Bachelor in Management and Data Science* (BMDS), the *Master in Management* (MiM), and the *Master in Management and Digital Technology* (MMDT).

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 and an outstanding doctoral degree or equivalent scientific qualification, as well as pedagogical aptitude, are prerequisites. Substantial research experience abroad is expected.

Applicants must have a proven ability to publish in leading academic journals (e.g., Financial Times 50 Journal List) and demonstrate an active pipeline of high-quality research projects. The successful candidate is also expected to have strong expertise in empirical research methods, as well as a very good command of theory. We particularly welcome candidates who are interested in contributing to the knowledge transfer activities of the Global Center for Family Enterprise.

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. 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 performance-based salary conditions and social benefits. The TUM Munich Dual Career Office (MDCO) provides tailored career consulting to the partners of newly appointed professors. The MDCO assists in the relocation and integration of new professors, their partners, and accompanying family members in Heilbronn.

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 **30 September 2025** via the TUM recruitment portal: www.recruit.tum.de

QUESTIONS:

For questions, please get in touch with

faculty.recruiting@mgt.tum.de

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.

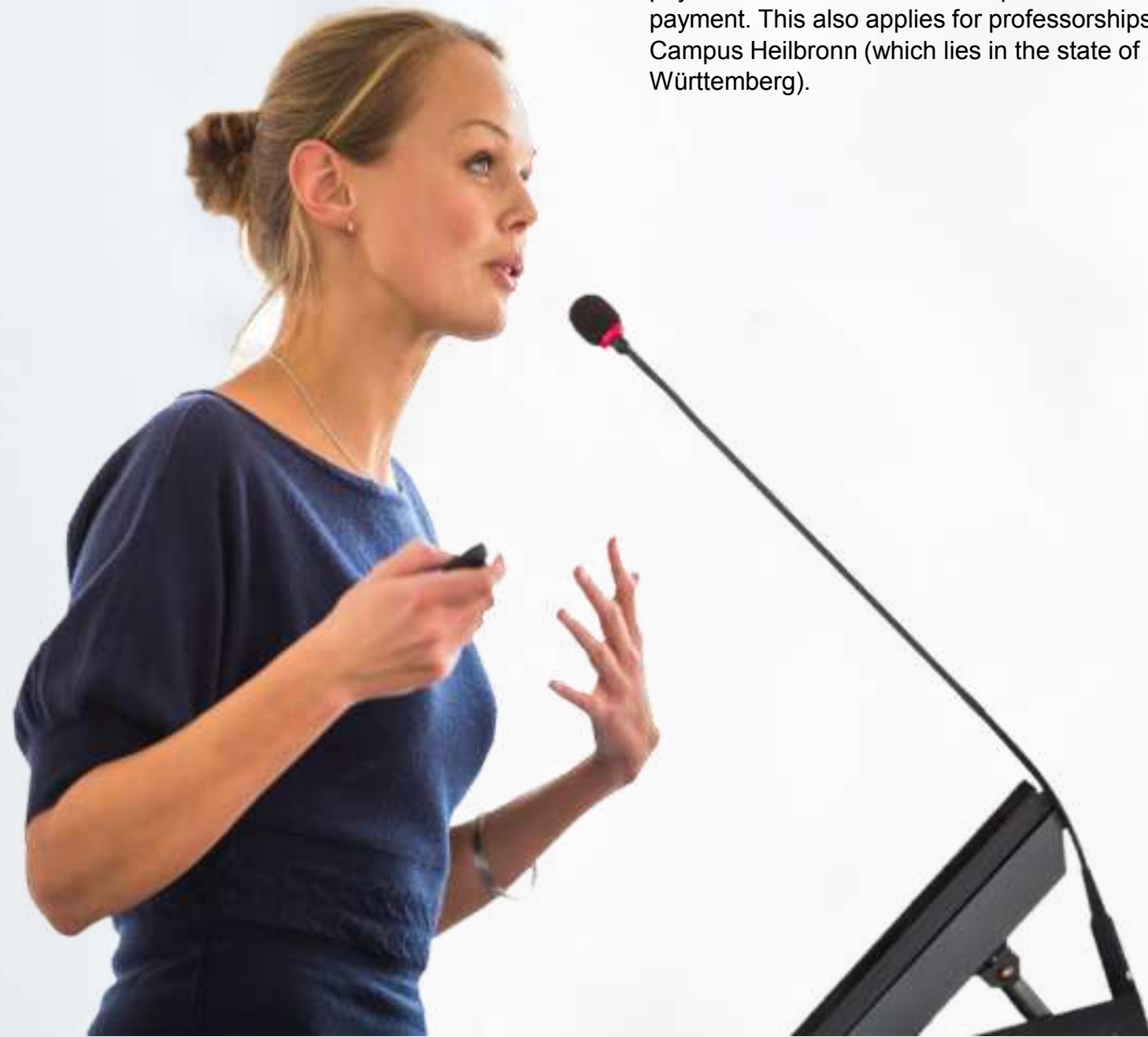
Tenure track assistant professors develop independent, internationally competitive research and teaching programs that are approved by the university. They independently raise external funds for projects. They support their own doctoral students and are permitted to award doctorates. Once a year, they 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 initially five years.

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



FURTHER INFORMATION

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](#)



WANT TO FIND OUT MORE?

Click on the Icons and find us on social media:

