

TUM SCHOOL OF MANAGEMENT

# STRATEGY

# 2031

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# INNOVATION, RESPONSIBILITY, IMPACT— SHAPING THE FUTURE TOGETHER



Prof. Dr. Christoph Kaserer  
TUM School of Management

The world is undergoing profound transformations: Digitalization and Artificial Intelligence are reshaping our work and lives, de-globalization is challenging our supply chains and political stability, and sustainable development calls for a new balance between economic progress and ecological responsibility.

At TUM School of Management, we see it as our mission to actively shape these challenges. Positioned at the intersection of management and technology we focus on excellent research with real-world impact, technology commercialization, and education of responsible leaders. Our Strategy 2031 reflects this commitment.

Through an intensive, participatory process, we have defined six strategic areas that will guide our development in

the coming years: Research and Faculty, Students and Programs, Campuses and Partnerships, Digitalization and AI, Ethics—Responsibility—Sustainability (ERS), and Impact and Outreach. These areas are interconnected and together lay the foundation for a internationally visible management school being relevant for businesses and society at large.

We thank all who contributed to the development of this strategy—students, colleagues, staff, and partners from academia, industry, and society. Your perspectives, ideas, and engagement make this strategy a living compass for our shared future.

**Let us take responsibility together to make a positive contribution.**

01

**MISSION  
VISION  
VALUES**

# 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

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

# VALUES

At the TUM School of Management, five core values shape our culture and guide our actions. Responsibility and integrity form the ethical foundation of everything we do, ensuring that our decisions are principle-based and transparent. We pursue our goals with a passion for excellence, striving for the highest standards in research, teaching, and management. An entrepreneurial spirit drives us to innovate, take initiative, and embrace new challenges. With curiosity and openness, we foster interdisciplinary thinking and a willingness to explore new perspectives. Finally, collegiality and Gemütlichkeit\* define our daily interactions—creating a supportive, welcoming environment where collaboration and well-being thrive.

## 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.

## 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.

## 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.

## 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.

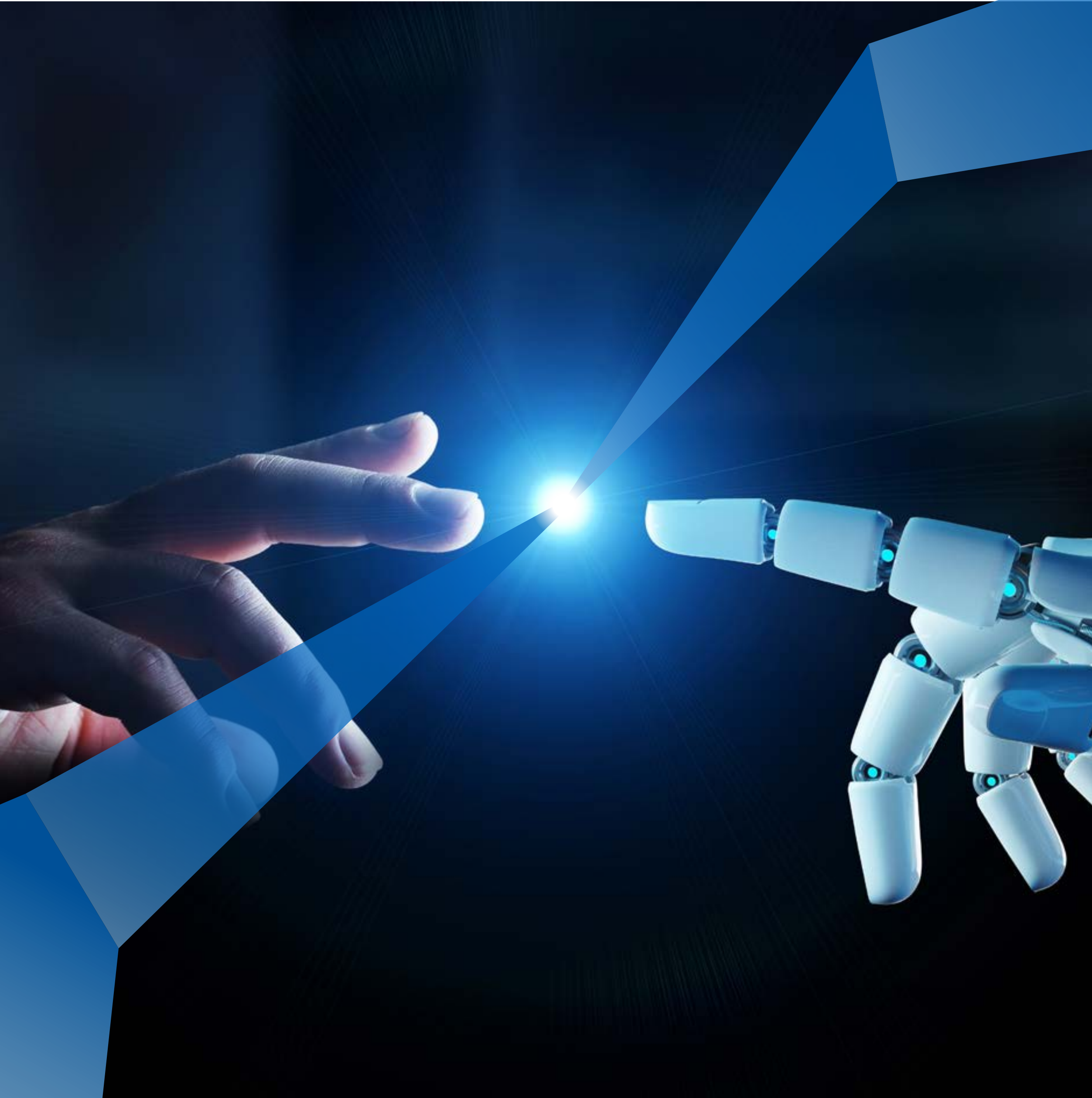
## COLLEGIALITY AND "GEMÜTLICHKEIT"

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: [ɡəˈmyːtliçkəit]) 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."

02

# SOCIETAL CHALLENGES



The Strategy 2031 of the TUM School of Management is embedded in the major societal transformations of our time. Three challenges are at the center of our strategic orientation:

## **DIGITALIZATION AND ARTIFICIAL INTELLIGENCE (AI)**

The rapid development of digital technologies and AI is fundamentally changing the economy, science, and society. We prepare students for an AI-driven future through technical, methodological, and ethical education. Our research addresses the opportunities and risks of AI in an interdisciplinary and responsible manner. And we also use digitalization and AI in administration to optimize processes and enable data-driven decisions.

# DE-GLOBALIZATION

After 30 years of globalization we now experience a major setback. This calls for responsive, network-oriented, and resilient supply chains and business strategies more generally. Our research supports companies and the society in approaching these new realities.



# SUSTAINABLE DEVELOPMENT

The UN SDGs provide a global framework for responsible action. Our research and teaching are aligned with these goals and promote societal impact. We integrate sustainability as a guiding principle in research, teaching, and governance. We promote resource-conscious research and responsible use of infrastructure. Food and health management are topics where our School can contribute the most to this debate. Moreover, sustainability is embedded as a cross-cutting theme in all strategic areas. And, finally, we measure and communicate our multidimensional impact in research, education, and outreach.

The overarching approach of science transfer and technology commercialization determines how our School is addressing these societal challenges.



03

**STRATEGIC  
AREAS**



# RESEARCH AND FACULTY

## RESEARCH EXCELLENCE AND STRATEGIC FOCUS

To drive academic excellence and long-term institutional impact, we are advancing a unified strategy that strengthens both our research capabilities and the development of a diverse, high-performing faculty.

Building on this foundation, we are aligning our research activities with key societal challenges and emerging technological developments. This strategic orientation serves as the basis for significantly increasing third-party funding, with the goal of exceeding EUR 10 million annually. We plan to launch at least two coordinated DFG initiatives and secure at least one ERC grant to realize this ambition.

## EMPOWERING PEOPLE, ENABLING PROGRESS

In support of these goals, we will provide seed funding through the deployment of dedicated research managers, the creation of additional PhD and PostDoc positions, and the organization of targeted workshops. Moreover, faculty members involved in large-scale research projects may benefit from additional sabbatical time to focus on their work.

Our approach to enhancing research performance is multifaceted: it includes the implementation of a multidimensional scorecard, the establishment of incentive systems, and the expansion of support structures. Researchers will also gain improved access to experimental laboratories and databases.

In parallel, we are committed to promoting research aligned with ethical, responsible, and sustainable (ERS) principles. This includes incentivizing ERS-related publications, recognizing outstanding contributions, and encouraging the responsible use of resources.

Finally, we aim to raise our international visibility and reputation by targeting top 100 placements in the Financial Times, UTD, and QS subject rankings.



## **GROWING MINDS. STRENGTHENING FACULTY**

Faculty development is equally guided by strategic priorities, transparent promotion criteria, and restructured doctoral programs.

To strengthen faculty recruitment, hiring procedures will be streamlined with a target duration of less than 12 months, and gender-inclusive formats will be implemented to foster equity and accessibility.

As part of our promotion processes, we are introducing more transparent criteria for promotion from associate to full level.

For our doctoral candidates, we are adopting publication-oriented theses as the standard, aiming for over 80% of dissertations to result in at least one relevant publication. This approach enhances academic impact and career readiness, supporting both academic and industry career paths.

Across all levels, we are committed to increasing faculty diversity, recognizing that inclusive excellence is essential to innovation and institutional strength.

To ensure accountability and visibility, we systematically measure and communicate research impact through an impact dashboard and success stories.



# PROGRAMS AND STUDENTS

## CURRICULAR INNOVATION AND GLOBAL ALIGNMENT

Recognizing the need to align our academic programs and student experience with global developments, we are advancing a comprehensive strategy that combines curricular innovation, teaching excellence, and student-centered support.

As part of this effort, we plan to launch at least one new technology-oriented master's program and aim to increase the number of international dual-degree programs to at least five.





## PREPARING FOR THE FUTURE OF WORK

In parallel, curricula will be enhanced by integrating future skills that prepare students for the demands of tomorrow's workforce. In response to the growing impact of artificial intelligence, we are embedding the technical, ethical, and societal dimensions of AI across our teaching portfolio. Moreover, we are committed to embedding ethical, responsible, and sustainable (ERS) principles throughout the entire student journey—from onboarding through to structured study programs—ensuring that our graduates are not only professionally equipped but also socially responsible and future-ready.

To support these enhancements, we are refining module descriptions and ensuring coherent and structured learning paths. To further foster innovation in teaching, seed funding will be provided to support the development of novel instructional concepts.

## ENHANCING TEACHING QUALITY AND STUDENT SUPPORT ACROSS THE INSTITUTION

At the same time, we are taking steps to enhance the quality of teaching and student supervision. This includes optimizing intake processes, expanding supervisory capacity, and improving support for thesis work and academic facilities. Our goal is to achieve a student-to-professor ratio of fewer than 100 students per professor, thereby enabling more personalized and effective guidance.

In addition, high teaching and supervision workloads will be more transparently acknowledged through structured workload accounting and financial incentives. Professional teaching profiles will be introduced to

strengthen teaching leadership and management across the institution, and teaching awards will be redesigned to better reflect excellence in pedagogy.

Furthermore, executive education will be expanded with clearly defined responsibilities, service standards, faculty incentives—such as teaching fees and management remuneration—and alignment with strategic priorities.

Finally, we will systematically measure and communicate the impact of our programs through dashboards and storytelling, ensuring transparency and continuous improvement.



# CAMPUSES AND PARTNERSHIPS

## STRENGTHENING COLLABORATION AND INSTITUTIONAL COHESION

As part of our strategic ambition to strengthen both internal collaboration and global engagement, we are advancing initiatives that connect campuses, build impactful partnerships, and foster meaningful exchange across academia, industry, and society.

To strengthen institutional cohesion and strategic alignment, we are intensifying collaboration across campuses. This includes allocating

targeted funding for joint research initiatives and ensuring that school events are more evenly distributed among all locations.

At the same time, we are sharpening the individual profiles of each campus to reflect their unique strengths while aligning them with TUM's overarching strategic goals.



## EXPANDING GLOBAL PARTNERSHIPS AND ACADEMIC EXCHANGE

Moreover, we are enhancing the School's global presence by building high-quality partnerships beyond Europe and diversifying its international academic and student community. We aim to define at least five strategic institutional partnerships and offer a minimum of two summer schools annually. In addition, we support further exchange formats such as entrepreneurship education exchange programs and are working toward establishing joint doctoral courses or structured exchange programs.





## BUILDING BRIDGES BETWEEN ACADEMIA, INDUSTRY, AND SOCIETY

To complement these efforts, we are reinforcing the School's role as a bridge between academia and industry by fostering entrepreneurship, alumni engagement, and targeted career support. Our partnerships with corporations—particularly in the deep-tech sector—will be expanded across all locations. Furthermore, alumni engagement will be strengthened through collaboration with TUM Management Alumni e.V. and initiatives such as career tracking.

We will also introduce new forms of practitioner involvement in teaching, including the role of Professor of Practice, a new status below the formal professor level.

Finally, the advisory board will be further developed through a more strategic selection of members, with the goal of achieving more than 40% female representation and up to 25% international representation.

# DIGITALIZATION AND AI



## INTEGRATING ARTIFICIAL INTELLIGENCE ACROSS RESEARCH AND TEACHING

As artificial intelligence continues to reshape the academic and professional landscape, we are taking a comprehensive approach to integrating AI across research, teaching, and administration.

We promote innovative, interdisciplinary research to address the challenges and opportunities of artificial intelligence, positioning our university as a leader in responsible innovation and academic excellence.

We incorporate AI into teaching and learning frameworks, equipping students with essential knowledge, skills, and ethical considerations for success in an AI-oriented future.



## ENHANCING PROCESSES THROUGH DIGITALIZATION AND AI

Moreover, we leverage digitalization and AI to improve administrative processes, enhance data-driven decision-making, and provide efficient services for faculty, students, and staff.

To support this transformation, we offer AI training programs and workshops for faculty and administrative staff, covering all aspects of our activities.

Finally, we are establishing a new “Digitalization and IT” division within school administration to enhance support across all areas and ensure a cohesive, future-ready infrastructure.

# ETHICS, RESPONSIBILITY, SUSTAINABILITY (ERS)

As part of our commitment to fostering a values-driven academic environment, we are embedding ethical, responsible, and sustainable (ERS) principles across all dimensions of university life.

We foster a culture of ethical and sustainable research by incentivizing ERS-related publications, recognizing outstanding contributions, and encouraging the responsible use of shared resources.

In parallel, we ensure that all students develop a shared understanding of ethics, responsibility, and sustainability by integrating ERS principles into onboarding processes, curricula, and structured study paths.

Moreover, we institutionalize ERS across governance, communication, and campus culture. This is achieved through a revised Code of Conduct, transparent feedback systems, and active participation in sustainability initiatives, embedding ERS values into the daily life of our academic community.





# IMPACT AND OUTREACH

## STRENGTHENING OUTREACH AND VISIBILITY

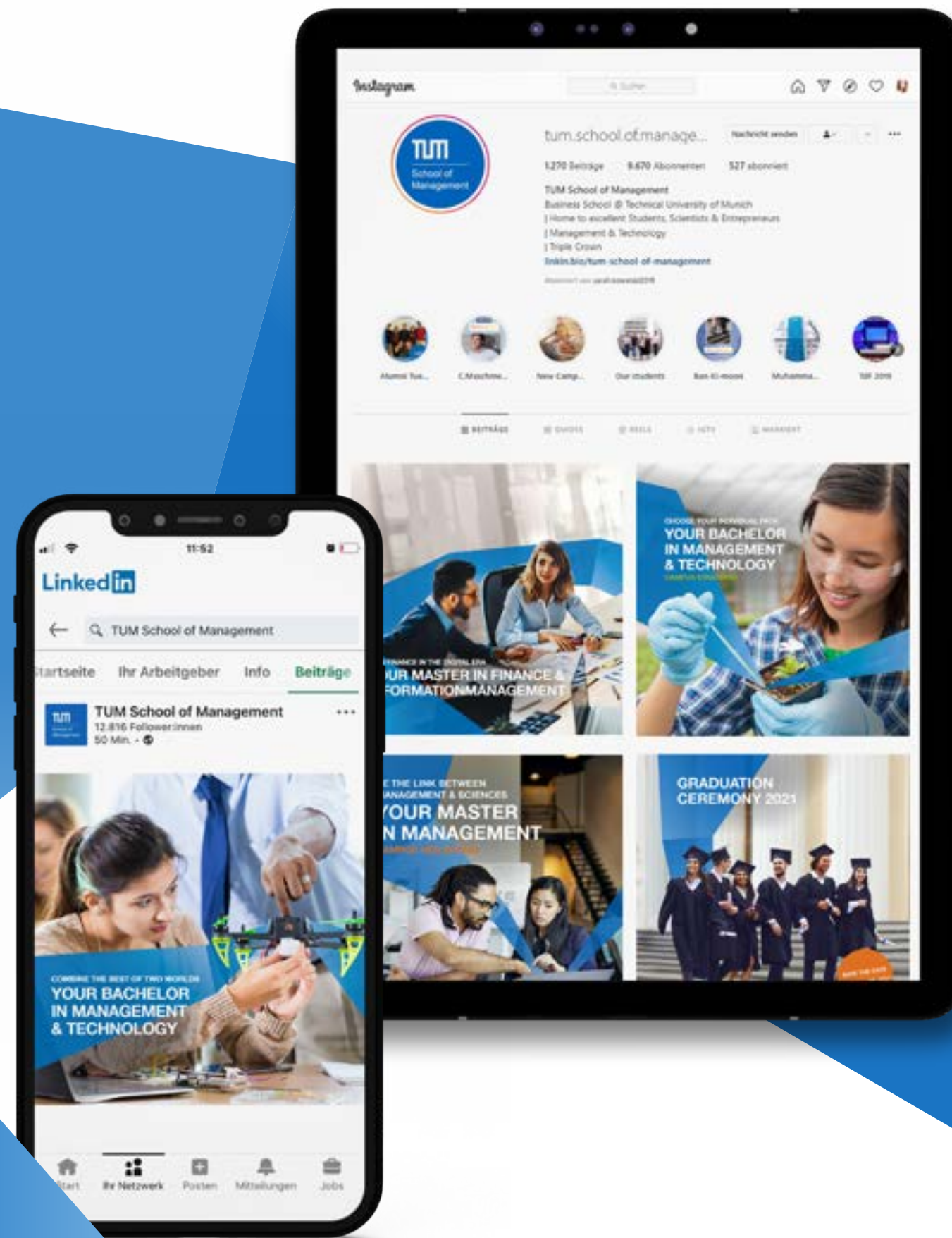
To strengthen our outreach and impact, we are implementing a range of initiatives that highlight our contributions and foster meaningful engagement with diverse audiences.

We are developing a comprehensive impact dashboard to systematically evaluate and communicate our multidimensional contributions across research, teaching, and outreach. Therefore, this tool will serve as a foundation for transparent performance tracking and strategic communication.

## ENHANCING DIGITAL PRESENCE AND STAKEHOLDER ENGAGEMENT

In addition, we are enhancing the School's digital presence and reputation through optimized web and social media strategies, targeted campaigns, and authentic storytelling by faculty and students. These efforts aim to amplify our voice and showcase the unique strengths of our academic community.

Moreover, we are fostering deeper connections with internal and external stakeholders through ambassador programs, media relations, and high-impact events. These initiatives are designed to position TUM School of Management as a leading and trusted institution in both academic and public spheres.



04

**OUTLOOK  
AND  
IMPLEMENTATION**

# TOGETHER, WE SHAPE THE FUTURE— RESPONSIBLY, INNOVATIVELY, AND IMPACTFULLY.



The Strategy 2031 of TUM School of Management is more than a plan—it is a shared commitment. A commitment to advancing our School in a future-oriented, responsible, and impactful way. The six strategic areas provide the framework within which we pursue our goals—flexibly, adaptively, and in dialogue with our community.

Implementation will proceed step by step, with clear responsibilities and regular reflection. We rely on participation, transparency, and adaptability:

**Participation** means that students, faculty, staff, and external partners actively contribute to implementation.

**Transparency** ensures that progress and challenges are communicated openly.

**Adaptability** allows the strategy to evolve in line with new insights, developments, and requirements.

We invite all members of the TUM School of Management to get involved—with ideas, commitment, and a shared goal: to strengthen our school as a place of excellent research, responsible education, and societal impact.

## IMPRINT

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