

# **Urs Müller**

## **Address**

ESMT European School of  
Management and Technology  
Schlossplatz 1  
D-10178 Berlin  
Germany

Phone: +49-30-212 31 -8057  
Fax: -8999  
Mobile: +49 151 12042956  
Email: [urs.mueller@esmt.org](mailto:urs.mueller@esmt.org)  
[www.esmt.org](http://www.esmt.org)

---

## **Current employment**

Lecturer (member of the faculty; since 2015), Head of Practice Group Consumer Goods and Retail (since 2008), and Program Director (since 2005), ESMT European School of Management and Technology, Berlin, Germany, 2005–present.

Program Director, ESMT European School of Management and Technology “Executive Transition Program (ETP)”, 2008–present.

Tutor, The Case Centre, 2013–present.

## **Education**

Dr. phil., Georg-August-Universität Göttingen, Germany, 2005. [Summa cum laude]

1<sup>st</sup> state exam [roughly equivalent to a master’s degree], Georg-August-Universität Göttingen, Germany, 1997. [Literature, Philosophy and Art History]

## **Past employment and professional experience**

Visiting Faculty, Porto Business School, Porto, Portugal (previously: EGP – University of Porto Business School), 2008–2016.

Management Consultant, A.T. Kearney, Berlin, Germany 2000-2001 & 2003-2005.

Lecturer, Georg-August-Universität Göttingen, Germany, 1996–2000 (with interruptions).

Teaching Assistant, University of Illinois at Urbana-Champaign, U.S.A, 1998-1999.

Lecturer, Uniwersytet Mikołaja Kopernika, Poland, 1998.

Several internships at editing houses, theaters, high schools etc.

## **Teaching experience (selection)**

ESMT Berlin – Full-time MBA program (Business Ethics [since 2011 (initially as part of a course “Context on General management”; since 2015 as standalone course)], Consulting Skills [2006, 2007, 2008, 2010])

ESMT Berlin – Executive MBA program (Business Ethics [since 2014], Consulting for Change [2009 to 2011], sessions on Review of General Management [2010 to 2013])

ESMT Berlin – Open Enrollment Programs (Executive Transition Program [Program Direction and Teaching of multiple sessions since 2008], Emerging Leaders Program [since 2009 (previously called Young Leaders Program)], Winning and Keeping Customers [2009, 2010], Bringing Technology to Market [2010], Leading Tech-Business Globally [2010] and others)

ESMT Berlin / USW Netzwerk – Open enrollment programs in German language (General Management Seminar [since 2013], Strategisches Management [2012 to 2014], Management Update [2013, 2018] and others)

ESMT Customized Solutions – Various different customized programs (e.g. Aditya Birla Group, Aegon, Albatha, Axel Springer, British American Tobacco, Coca-Cola, CWS-boco, Deutsche Telekom, Deutsche Bank, Dräxlmaier, DZ Bank, EnBW, E.ON, Falcon and Associates, Johnson&Johnson, Julius Berger International, McDonald's, METRO, Postbank, Salzgitter, Symrise, TDS, TÜV Rheinland etc. [since 2005])

Porto Business School – EMBA program (Strategy [2008 to 2015])

Porto Business School – Magellan MBA (Business Ethics [2014-2016])

The Case Centre – Tutor of courses on “Writing and Teaching with cases” [since 2013; including courses for Association to Advance Collegiate Schools of Business (AACSB), All India Management Association (AIMA)]

ESCP Europe – U-School and EMDIEL (Sessions on Business Ethics [since 2016])

SEED School for Executive Education and Development, Budapest, Hungary – Part-time MBA (Business Ethics [since 2017])

### **Honors and awards**

2018 Addition to the 1<sup>st</sup> #thinklist of 100 “most influential faculty thinkers on issues of responsible business in social media” by the Centre for Business, Organisations & Society by the University of Bath School of Management (<http://www.bath.ac.uk/cbos/think-list.html>)

2018 President's Honor Roll for Teaching Excellence for course on “Business Ethics” in the ESMT Executive MBA 2016-2018

2017 President's Honor Roll for Teaching Excellence for course on “Business Ethics” in the ESMT Full-Time MBA 2017

2017 Finalist for the EFMD Excellence in Practice Award with “Dubai Business Internships: A Collaborative Approach to Developing Global Talent for the 21<sup>st</sup> Century” (together with Falcon and Associates, Capadev, and Bon Education)

2017 President's Honor Roll for Teaching Excellence for course on “Business Ethics” in the ESMT Executive MBA 2015-2017

2016 President's Honor Roll for Teaching Excellence for course on “Business Ethics” in the ESMT Full-Time MBA 2016

2016 President's Honor Roll for Teaching Excellence for elective course on “Business Ethics” in the ESMT Executive MBA 2014-2016

2015 President's Honor Roll for Teaching Excellence for elective course on “Business Ethics” in the ESMT Executive MBA 2013-2015

2014 Listed as “Highly commended Case” at the EFMD Case Writing Competition 2014 in the category “African Business Cases” for “Vodafone in Egypt: National Crises and their implications for multi-national corporations”

2014 The Case Centre Case Award 2014 in the Case writing competition ‘Hot Topic’: Crisis as Opportunity for “Vodafone in Egypt: National Crises and Their Implications for Multinational Corporations”

2014 The Case Centre Case Award 2014 in the Category Human Resource Management / Organizational Behaviour for “Anna Frisch”

2013 ecch Case Award 2013 in the Case writing competition ‘Hot Topic’: The Business of Sports for “Defining the purpose for Borussia Dortmund GmbH & Co. KGaA”

2013 ecch Case Award 2013 in the Category Human Resource Management / Organizational Behaviour for “Do you really think we are so stupid? A letter to the CEO of Deutsche Telekom”

2011 EFMD Case Writing Competition (“Waltraud Ziervogel at Konnopke’s Imbiss”)

2010 University of Porto EGP, EMBA Best Discipline Award

2005 VG Wort Grant towards printing cost of PhD thesis

2001-2003 Niedersächsisches Graduiertenförderungsstipendium (Post-graduate scholarship by the state of Lower Saxony)

1998 University of Illinois at Urbana-Champaign “Outstanding ratings” in the ["Incomplete list of teachers ranked as excellent by their students"](#)

### **Book and Book chapters**

Müller, Urs and Martin Kupp (2016). “Combining Case Teaching and Case Writing Creatively.” In *Case Studies as a Teaching Tool in Management Education*, ed. Dominika Latusek. Hershey PA: IGI Global.

Müller, Urs and Shirish Pandit (2016). “Vodafone in Egypt: National crises and their implications for multinational corporations.” In: *International management: Managing across borders and cultures, text and cases*, ed. Helen Deresky. New Jersey: Prentice Hall. (reprint of case study; see below)

Müller, Urs and Veit Etzold (2014). “Minimal change can be best option: Why Berlin snack bar resisted change.” In *Managing change*, 6th ed. ed. Bernard Burnes, 301–302. Harlow: Pearson Education. (reprint of “Case study: Minimal change can be best.” *Financial Times*. April 30, 2012; also online: <http://www.ft.com/intl/cms/s/0/eda4a8ec-92b7-11e1-b6e2-00144feab49a.html>)

Müller, Urs (2005). *Feldkontakte, Kulturtransfer, kulturelle Teilhabe: Winckelmanns Beitrag zur Etablierung des deutschen intellektuellen Felds durch den Transfer der Querelle des anciens et des modernes*. Leipzig: Leipziger Universitätsverlag. (= *Transfer: Deutsch-Französische Kulturbibliothek*; 24)

### **Articles**

#### **Work in progress**

Alavi, Sascha, Laura Maria Schons, Urs Müller and Johannes Habel (work in progress). “The Crux of the Morality Halo: The Interplay of Corporate Social Responsibility and Price Increases on Consumers’ Perceived Price Fairness”

#### **Peer-reviewed**

Müller, Urs, Johannes Habel and Marcel Stierl (2017). “Exerting Pressure or Leveraging Power: The conventional and extended chain of CSR Enforcement in B2B Supply Chains” – accepted by *Journal of Public Policy and Marketing*.

#### **Other**

Müller, Urs and Ulf Schäfer (2016). “The Dirty Dozen: How Unethical Behaviour Creeps Into Your Organisation.” *European Business Review*. July-August 2016. p.37-41.

Müller, Urs (2016). "Unkraut oder Blumenwiese?". *Forum Wirtschaftsethik. Jahresschrift des DNWE*. 22. Jahrgang; 2014. p.48.

Müller, Urs (2014). "Wieviel Bonus ist gerecht?". *Harvard Business Manager*. April 2014. p.86-90.

## Case studies

Müller, Urs (2016/2012). "Corruption in Russia: IKEA's expansion to the East (A-D)." *Emerald Emerging Markets Case Studies Collection 2016*; and ESMT Case Study No. ESMT-716-0169-1 (This case study was previously published in a sanitized version as: "Corruption by design? L'Antimarché's struggles in Russia (A-D)". *Emerald Emerging Markets Case Studies Collection 2 (1)*: 1-10. March 2012.)

Müller, Urs and Francis Bidault (2015). *Dealing with low-cost competition in the airline industry (A-C)*. ESMT Case Study ESMT-315-0165-1.

Müller, Urs and Johannes Habel (2015). *ESMT's pitch to EAD Systems (A & B)*. ESMT Case Study No. ESMT-515-0163-1.

Schäfer, Ulf and Urs Müller (2015). *Deutsche Bahn AG: The heartless train conductor*. ESMT Case Study No. ESMT-715-0162-1.

Hofmann, Anna, Urs Müller and C.B. Bhattacharya (2014). *Axel Springer and the quest for the boundaries of corporate responsibility*. ESMT Case Study No. ESMT-413-0143-1. (Published in 2015 in an abridged version as ESMT Case Study No. ESMT-715-0156-1)

Müller, Urs and Shirish Pandit (2014). *Vodafone in Egypt: National Crises and their implications for multinational corporations (A & B)*. ESMT Case Study No. ESMT-714-0144-1. **(Winner of the 2014 The Case Centre Case Award in the Case Competition hot topic: Crisis as opportunity; Highly commended at the EFMD Case Writing Competition 2014 in the category "African Business Cases")**

Müller, Urs, Ulrich Linnhoff and Bernhard Pellens (2013). *Defining the purpose for Borussia Dortmund GmbH & Co. KGaA*. ESMT Case Study No. ESMT-713-0134-1. **(Winner of the 2013 ecch Case Award in the Case Writing Competition hot topic: The business of sport)**

Müller, Urs and Veit Etzold (2012). *Waltraud Ziervogel at Konnopke's Imbiss: Re-inventing a Berlin icon*. ESMT Case Study No. ESMT-512-0126-1. **(Winner of the category "Family Business" in the 2011 EFMD Case Writing Competition)**

Young, Mark and Urs Müller (2011). *Motors for Munchao*. ESMT Case Study No. ESMT-711-0122-1. **(2017 The Case Centre bestselling case list in Category Ethics and Social Responsibility)**

Müller, Urs (2011). *Norman Nicholls at Seattle Management Consultants*. ESMT Case Study No. ESMT-711-0121-1.

Müller, Urs and Ulf Schäfer (2010). *Anna Frisch at Aesch AG: Initiating lateral change*. ESMT Case Study No. ESMT-410-0112-1. **(2014 The Case Centre Case Award in the Category HR Management / Organizational Behavior; 2014, 2016 and 2017 The Case Centre bestselling case list in Category HR Management / Organizational Behavior)**

Schäfer Ulf, and Urs Müller (2010). *Who's responsible for the drawbridge drama?*. ESMT Case Study No. ESMT-710-0104-1.

Korotov, Konstantin, Urs Müller and Ulf Schäfer (2009). *"Do you really think we are so stupid?" A letter to the CEO of Deutsche Telekom (A-C)*. ESMT Case Study No. ESMT-409-0100-1. **(2011 ecch best selling case; 2013 ecch Case Award in the Category HR Management / Organizational Behavior)**

## **Other publications**

Müller, Urs and Veit Etzold (2012). "Case study: Minimal change can be best." *Financial Times*. April 30, 2012. (also online: <http://www.ft.com/intl/cms/s/0/eda4a8ec-92b7-11e1-b6e2-00144feab49a.html>; reprinted in Burnes, Bernard (2014). *Managing Change*. 6th Edition. Harlow et al.: Pearson. p. 301-302. See above section on book chapters)

Müller, Urs (2011). "Authentizität lässt sich nicht kaufen." Guest article in blog of Wolfgang Goebel, (Online publication; <http://www.employerbranding-blog.de/2011/09/gastbeitrag-von-urs-mueller-authentizitat-lasst-sich-nicht-kaufen/>)

Müller, Urs (2009). "What we can learn from the alcohol prohibition in the US from 1919 to 1933." *ESMT Newsletter* (Online publication; <http://www.esmt.org/sixcms/detail.php/262038>)

Müller, Urs (2009). "Dealing with Ethical Dilemmas." (Online publication; <http://www.goodentrepreneur.com/Knowledge/Features/Dealing-with-ethical-dilemmas>)

## **Presentations**

EBEN Research Conference 2015, EBEN European Business Ethics Network, Copenhagen, Denmark (October 1, 2015)

Society for Business Ethics Annual Conference, Society for Business Ethics, Vancouver, Canada (August 1, 2015)

EBEN Annual Conference 2015, EBEN European Business Ethics Network, Istanbul, Turkey (June 27, 2015)

## **Selection of Media Appearances**

Print/Online (e.g. international: BBC, CEO Insight, El Diario, El Español, Financial Times, The Times, The Wall Street Journal; German: Absatzwirtschaft, BILD, Handelsblatt, Spiegel Online, Süddeutsche Zeitung, VDI Nachrichten and others)

TV/Radio (e.g. international: Al Jazeera; German: Bayerischer Rundfunk, Deutsche Welle)

## **Affiliations**

Academy of Management

EBEN (European Business Ethics Network) / DNW (Deutsches Netzwerk Wirtschaftsethik)

Society for Business Ethics

## **Editorial activities and Reviewing**

Ad hoc reviewer for *Business Ethics Quarterly* [2016]

Ad hoc reviewer for *Journal of Business Economics* [2017]

Editorial Board of *Case Folio – The IUP Journal of Management Case Studies* ISSN 0972-5350 [since 2015]

Judge for the ISB – Ivey Global Case Competition [since 2014]

Ad hoc reviewer for Society for Business Ethics Annual Conference 2015

Ad hoc reviewer for EBEN Annual Meeting 2014

Judge for the EFMD Case Writing Competition [2013 Category "Family Business"]

***Other***

Co-host and member of the program team for the EBEN Annual Meeting 2014 in Berlin

***Languages***

German (native), English (high proficiency), French (conversational)

*Updated: April 26, 2018*