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Positions

08/2022 – present **WU Wien (Vienna University of Economics and Business), Vienna, Austria**
Institute for International Business (IIB)
PhD Candidate

08/2021 – 08/2022 **Rotterdam School of Management (RSM), Rotterdam, Netherlands**
Organization and Personnel Management Department (OPMD)
Research Assistant (RA) and Teaching Assistant (TA)

07/2020 – 09/2021 **Albert Heijn B.V, Gouda, Netherlands**
Manager of Service Department

09/2016 – 09/2018 **Albert Heijn B.V, Rotterdam/Breda, Netherlands**
Crew Manager

2011– 2020 Several **Internships, parttime jobs, and summer jobs** at Albert Heijn, VJ Salomone, Sunweb Group, Summer Events Europe, and Strammer Headhunting Consultancy.

Visiting Scholarships

09/2024 – 12/2024 **INSEAD, Fontainebleau, France**
Visiting Scholar. Host: Ass. Prof. Michael Y. Lee

Frequent visits 09/2022 – present **Rotterdam School of Management, Netherlands**
Visiting Scholar. Host: Asoc. Prof. Rebecca Hewett

Educational background

09/2022 – present **PhD Studies**
WU Wien (Vienna University of Economics and Business), Vienna, Austria
Department of Global Trade
PhD Supervisor: **Prof. Dr. Phillip Nell**

09/2020 – 08/2022 **Master studies in “People, Organizations & Change” (former Human Resource Management) Graduation with Distinction**
Rotterdam School of Management, Rotterdam, Netherlands

09/2016 – 08/2020 **Bachelor studies in “International Business and Management” (double-degree program)**
NEOMA BS, Reims, France
Avans UAS, Breda, Netherlands

RESEARCH

Research Interests

- Organizational Design, especially modern approaches (e.g., self-managing organizations)
- Organizational Behavior
- Impact Scholarship

Publications: Published Work

Sehner, M., Schmitt, J., Cerar, J., **Markus, J. J.**, & Nell, P. C. (2024). Die Digitalisierung und ihr Effekt auf Unternehmenszentralen in Österreich: Österreichs Standortattraktivität und das Design von Unternehmenszentralen in der digitalen Zukunft. In *Österreich und seine Headquarters Economy: Ist Österreich ein attraktiver Standort für Unternehmenszentralen?* (pp. 155-175). Wiesbaden: Springer Fachmedien Wiesbaden.

Publications: Current Work-under-revision

Markus, J.J., Hewett, R., Leroy, H., Gangé, M., Van de Broeck, A.: “*Negative Consequences of Worker Autonomy*”.

Submitted to: International Journal of Management Reviews

Minnaar, J., **Markus, J.J.**; “*Market, equality, community: A relational models view on self-managing organizations*”

2nd R&R: Journal of Organization Design

Lam. H. W., Ren. D., Darouei. M. **Markus, J.J.**: “*Cold but Competent: The Paradoxical Effects of Solitude Expression on Social Evaluation at Work*”.

Submitted to: Personnel Psychology

Publications: Current Work-in-Progress for Peer-Reviewed Journals

Markus, J.J., Nell, P.C.: “*Designing Radically Decentralized Organizations*”.

Preparing for Submission. Target: Strategic Management Journal

Markus, J.J., Nell, P.C.: “*How Management Hierarchies Shape Social Comparison Mechanisms*”.

Preparing for Submission. Target: Strategic Management Journal

Hewett, R., Cai, M., **Markus, J.J.**, Meier-Barthold M., & Agnihotri, M.: “*Democratizing the Workplace through Self-Management: High-involvement Work Systems and Worker Participation*”.

Preparing for Submission. Target: Academy of Management Journal

Markus, J.J., Hewett, R., Appels, M.: “*Leader Ideologies, Ownership and Governance Structures in Self-Managing Organizations*”.

Manuscript development. Target: Administrative Science Quarterly

Markus, J.J.: “*Deconstructing Management: Exploring the Implications of Self-managed Models of Organizing*”.

Manuscript development. Target: Journal of Management Studies

Markus, J.J., Hastings, B.J.: “*Crafting Research Impact*”

Manuscript development. Target: Journal of Management Studies Says

Minnaar, J., **Markus, J.J.**; “*Unlearning hierarchy: a relational dynamics view to the distribution of authority*”

Manuscript development. Target: Administrative Science Quarterly

Merten, S., Bouwens, A., **Markus, J.J.**, Hewett, R.: “*Feedback Cultures in Decentralized Organizations*”.

Manuscript development. Target: Journal of Organizational Behavior

Markus, J.J., Lee, M. Y., Hewett, R.: “*Socializing into Self-Management*”.

Research design.

Hewett, R., **Markus, J.J.**: “*Democratic Spillover of Self-management*”

Research design.

Publications: Conference Papers and Presentations

Markus, J.J., & Nell, P.C. (2025): “*Designing Radically Decentralized Organizations*”. Poster presentation, Academy of Management Annual Meeting 2025, Copenhagen, Denmark

Markus, J.J., Hewett, R., Leroy, H., Gangé, M., & Van den Broeck, A. (2025): “*Independence and Volition: Understanding and Managing the Negative Consequences of Autonomy at Work*”. Poster presentation, Academy of Management Annual Meeting 2025, Copenhagen, Denmark

Markus, J.J., Hewett, R., Appels, M. (2025): “*Leader Ideologies, Ownership and Governance Structures in Self-Managing Organizations*”. Paper presentation, Rutgers–Oxford EO Research Conference, Oxford, UK

Markus, J.J., & Schouten, J. (2025): “*Liberator or Dictator: Artificial Intelligence in Radical Decentralization*”. Paper presentation, WU Vienna Xperiment Meeting, Vienna, Austria

Markus, J.J., & Schouten, J. (2025): “*Liberator or Dictator: Artificial Intelligence in Radical Decentralization*”. Paper presentation, WU Vienna Engage.EU Think Tank, Vienna, Austria

Markus, J.J., & Nell, P.C. (2024): “*Designing Radically Decentralized Organizations*”. Paper presentation, Strategic Management Society Conference 2024, Istanbul, Turkey

Markus, J.J., & Nell, P.C. (2024): “*Designing Radically Decentralized Organizations*”. PDW on QCA Methods, Academy of Management Annual Meeting 2024, Chicago, USA

Markus, J.J., & Nell, P.C. (2024): “*Designing Radically Decentralized Organizations*”. PDW on Research in Organizational Design, Academy of Management Annual Meeting 2024, Chicago, USA

Lam, H., Darouei, M., Ren, D., & **Markus, J.J.** (2024): “*Cold but Competent: The Paradoxical Effects of Solitude Expression on Social Reputation in Remote Work*”. Paper presentation, Academy of Management Annual Meeting 2024, Chicago, USA

Markus, J.J., & Nell, P.C. (2024): “*Design Systems: A Configurational Analysis of Systematizing Organizational Design*”. PDW, Academy of Management Journal, Vienna, Austria

Markus, J.J., & Nell, P.C. (2024): “*Legitimately Decentralized Authority: A Configurational Investigation*”. Paper presentation, 40th EGOS Colloquium 2024, Milan, Italy

Hewett, R., Cai, M., **Markus, J.J.**, Fedeles, L., Agnihotri, M., Meier-Barthold, M., & Mehta, C. (2024): “*Democratizing the Workplace through Self-Management: High-Involvement Work Systems and Worker Participation*”. Paper presentation, Academy of Management HR Division International Conference, Dunedin, New Zealand

Hewett, R., Cai, M., **Markus, J.J.**, Fedeles, L., Agnihotri, M., Meier-Barthold, M., & Mehta, C. (2024): “*Democratizing the Workplace through Self-Management: High-Involvement Work Systems and Worker Participation*”. Paper presentation, DiO 2024: Designing the Organizations of Tomorrow, St. Gallen, Switzerland

Markus, J.J., & Nell, P.C. (2023): “*Design Systems: A Configurational Analysis of Systematizing Organizational Design*”. Paper presentation, 11th International QCA Workshop, Antwerp, Belgium

Markus, J.J., & Nell, P.C. (2023): “*Design Systems: A Configurational Analysis of Systematizing Organizational Design*”. Paper presentation, Organizational Design Community Annual Conference 2023, online

Markus, J.J., Hewett, R., Leroy, H., Van den Broeck, A., & Gangé, M. (2023): “*Autonomy and Control*”. PDW, Academy of Management Annals Conference, Brussels, Belgium

Lam, H., Darouei, M., Ren, D., & **Markus, J.J.** (2022): “*Cold but Competent: The Paradoxical Effects of Solitude Expression on Social Reputation in Remote Work*”. Paper presentation, European Association of Work and Organizational Psychology Conference 2022, Katowice, Poland

Community and Conference Work

He, V.F., Hsieh, Y.-Y., Lee, M.Y., & Puranam, P., **Markus, J.J.**, Gulati, P., Sampò, G., (2025): DiO 2025: Decentralization in Organizations Conference. Conference organization, INSEAD, Fontainebleau, France

Markus, J.J., Dwyer, S., Hewett, R., He, V.F., Lee, M.Y., Martela, F., Snellman, K.E., & Young-Hyman, T.D. (2025): “*Decentralizing Organizations: Theory, Ideation, and Future Development*”. Panel Symposium, Academy of Management Annual Meeting 2025, Copenhagen, Denmark

Markus, J.J., Hastings, B.J., Rousseau, D.M., Summers, C., Ipek, E., Osias, D., & Klein, J. (2025): “*Impactful Early Career Research: Learning ‘How’ to Create Impact*”. PDW, Academy of Management Annual Meeting 2025, Copenhagen, Denmark

Markus, J.J., Hewett, R., Griffin, M., Lee, M.Y., Martela, F., Massa, F., Pek, S., & Young-Hyman, T.D. (2024): “*Self-Organizing and Decentralizing Work: Enabling Factors, Boundary Conditions and Opportunities*”. Symposium, Academy of Management Annual Meeting 2024, Chicago, USA

Markus, J.J., Hastings, B.J., Bartunek, J.M., Grewatsch, S., Poggioli, N., Lauer, D., & Sehner, M. (2024): “*Impactful ‘Early Career’ Research: What’s Holding Junior Scholars Back?*”. PDW, Academy of Management Annual Meeting 2024, Chicago, USA

Hewett, R., Cai, M., **Markus, J.J.**, Fedeles, L., Agnihotri, M., Meier-Barthold, M., & Mehta, C. (2023): “*Self-Management in Organizations*”. Practitioner event, PASMO Amsterdam, The Netherlands

Practice Work

Hewett, R., **Markus, J.J.**, Janse, D., & Verhoef, A. (2024): “*Stories of High Involvement*” White paper – Rotterdam School of Management
https://www.rsm.nl/fileadmin/About_RSM/Discovery/Documents/Stories_of_high_involvement_-_white_paper_Nov_2024_.pdf

Sehner, M., Nell, P. C., Schmitt, J., Cerar, J., **Markus, J.J.** (2023): “*Headquarters of tomorrow: Structures, value-added, and processes in the digital future*”. White paper – WU Vienna
https://research.wu.ac.at/ws/portalfiles/portal/58455106/Study_Headquarters_of_tomorrow_FINAL.pdf

Sehner, M., Nell, P. C., Schmitt, J., **Markus, J.J.** (2023): “*Austria: A Prime Location for Headquarters in the Digital Age?*”. White paper – WU Vienna
https://research.wu.ac.at/ws/portalfiles/portal/44345707/Study_Austria_A_prime_Location_for_HQs_in_the_Digital_Age_FINAL.pdf

Media Coverage

Markus, J.J. (2025): “*Transactional or Transformational Leadership: What Works Best for Self-Managed Teams?*”. Talkspirit Blog, 25 June 2025
<https://www.talkspirit.com/blog/transactional-or-transformational-leadership>

Markus, J.J. (2024): “*Adhocracy: Definition and Benefits*”. Talkspirit Blog, 10 December 2024
<https://www.talkspirit.com/blog/adhocracy-definition-and-benefits>

Markus, J.J. (2024): “*How Do You Give Constructive Feedback to Your Peers in a Self-Managing Organization?*”. Talkspirit Blog, 30 September 2024
<https://www.talkspirit.com/blog/how-do-you-give-constructive-feedback-to-your-peers-in-a-self-managing-organization>

Markus, J.J. (2024): “*What Makes Self-Managed Teams Unique?*”. Talkspirit Blog, 18 July 2024
<https://www.talkspirit.com/blog/what-makes-self-managed-teams-unique>

Presentations: Invited Presentations and Talks

Markus, J.J., Hewett, R., Leroy, H., Gangé, M., & Van den Broeck, A. (2025): “*Independence and Volition: Understanding and Managing the Negative Consequences of Autonomy at Work*”. Invited presentation at Inductive Brownbag Sessions, INSEAD, Fontainebleau, France

Awards

EAWOP 2021 Best Paper Finalist – European Association of Work and Organizational Psychology
For the project: Lam. H.W., Ren. D., Darouei. M., **Markus, J.J.** (2023): “*Cold but competent: The paradoxical effects of solitude expression on social reputation at work*”.

OSCAwards Finalist – Open Science Community Amsterdam
For the project: Lam. H.W., Ren. D., Darouei. M., **Markus, J.J.** (2023): “*Cold but competent: The paradoxical effects of solitude expression on social reputation at work*”.

HRM Thesis Award - Rotterdam School of Management

For the thesis: **Markus, J.J.** (2022): *“Me time: Leadership Perception Through the Social Evaluation of Solitude Preference”*.

Grants & Scholarships

2024	WU International Research Fellow (IRF) project grant for Research Visit INSEAD Fontainebleau	1.900 EUR
2024	Contributed to the application for the Bill Nobels Fellowship awarded to Rebecca Hewett for the project “Leader Ideologies, Ownership and Governance Structures in Self-Managing Organizations”. (with Rebecca Hewett)	25.000 USD
2023	NWO XS Research Grant (with Rebecca Hewett)	50.000 EUR
2023	Contributed to the application for the extension of the B&C Holding Research Grant for the “eXplore! HiA project” for the period 2024-2028 (with Phillip C. Nell & team)	400.000 EUR
2023	Foundation for Economic Education for Cross University Research (with Perttu Salovaara & Rebecca Hewett)	23.000 EUR
2023	ForderungStip 2023/24 Project Grant for Experimental Research (with Tom Brennacher & Phillip C. Nell)	2.700 EUR
2023	Klein Project 2023/24 Project Grant for Experimental Research (with Tom Brennacher & Phillip C. Nell)	800 EUR

ACADEMIC SERVICE

Academic Reviewing and Community Contributions

- Ad hoc reviewing Journal of Management Studies (JMS)
- Reviewer Management Society Conference 2025
- Reviewer Academy of Management Annual Meeting 2023, 2024 & 2025
- Strategic Management Society Conference volunteer 2024
- Academy of Management Annual Meeting OB division new member mentor 2024

TEACHING

Teaching Interests

- (Global) Organizational Design (Design Development, Scaling/Growth, Governance, Professionalization, Universal Problems of Organizing, Configurational Designs, Fit Principles)
- Organizational Behaviour (Behavioural Management, Theories on Motivation, Performance Management)
- Human Resource Management (People Management, People Analytics, Diversity and Inclusion, Self-Management, Feedback, Strategic Human Resource Management)
- Personal Development and Management (Self-Regulation, Peer-Feedback, Career Development, Well-Being)

Teaching Experience and Supervision

Since 2024	WU (Vienna University of Economics and Business), Austria – BSc, MSc (CEMS program) <ul style="list-style-type: none">• Introduction to CEMS (every semester, MSc)• Self-leadership seminar CEMS (every semester, MSc)
Since 2022	<ul style="list-style-type: none">• Designing Global Organizations (every semester, BSc)• International Business Project (summer semesters, BSc)• Thesis supervision (ad hoc, BSc & MSc)• Digital Economies in International Business (co-teaching, MSc)• The Power of Experimentation in Multinationals (co-teaching, MSc)• Block Seminar: Strategy as Practice - Critical Thinking, Problem Formulation, and Biases (co-teaching, MSc)
2021-2022	Rotterdam School of Management (RSM), Netherlands – BSc, MSc <ul style="list-style-type: none">• Human Resource Management (BSc)• Organizational Behavior (BSc)• Thesis Project (MSc)• Thesis supervision (ad hoc)

EDUCATION

PhD Courses and Additional Education

- *Publishing High-Impact Literature Reviews*, ERIM Summer School, Erasmus University Rotterdam, Jasmien Khattab (2025), ECTS: 2
3-day PhD course on conducting structured reviews, coding literatures, and writing publishable proposals for top-tier journals.
- *Field Experiments (with Firms)*, ERIM Summer School, Erasmus University Rotterdam, Daniel Metzger (2025), ECTS: 3
5-day online PhD course on designing, running, and analyzing field experiments in organizations, with focus on stakeholder management and causal inference.
- *Using AI for Research in Organization Science*, INSEAD, Phanish Puranam & Vivianna Fang He (2025), ECTS: unaccredited
3-day PhD summer camp on using machine learning, NLP, and generative AI for induction, abduction, and deduction in organizational research.
- *Research Seminar: Participating in Scientific Discourse III*, WU Vienna, Phillip C. Nell (2025), ECTS: 6
Seminar on academic positioning, presenting to scholarly audiences, and developing constructive peer dialogue.
- *Developing Scientific Contributions*, WU Vienna, Christopher Lettl (2025), ECTS: 6
PhD seminar on foundational research paradigms and theoretical frameworks in management science.
- *Qualitative Research Methods*, WU Vienna, Marius Lüdicke (2025), ECTS: 6
Doctoral course on qualitative, interpretive, and field-based research approaches in management.
- *Knowledge Management for Academic Research*, INSEAD, Constantin Prox (2024), ECTS: unaccredited
3-part PhD workshop on knowledge workflows, research modularity, and GenAI tools for academic productivity.
- *Research Seminar: Participating in Scientific Discourse II*, WU Vienna, Phillip C. Nell (2024), ECTS: 6
Seminar on developing and presenting academic research in scholarly forums.
- *Experimental Research Methods II*, WU Vienna, Verena Dorner & Susann Fiedler (2024), ECTS: 6
Advanced PhD course on behavioral and experimental design in organizational research.

- *Experimental Research Methods I*, WU Vienna, Verena Dorner & Susann Fiedler (2024), ECTS: 6
Theoretical framing and methodological integration for empirical research projects.
- *Research Seminar: Participating in Scientific Discourse I*, WU Vienna, Phillip C. Nell (2024), ECTS: 6
Introductory course on academic engagement, feedback exchange, and scholarly writing.
- *Mapping Social Scientific Methods*, MethodsNet, UCLouvain, Benoît Rihoux (2023), ECTS: –
unaccredited
1-day PhD workshop on epistemological foundations, methods families, and navigating methodological pluralism.
- *Qualitative Comparative Analysis (QCA)*, COMPASS, Eberhard Karls University of Tübingen, Judith Glaesser (2023), ECTS: unaccredited
2.5-day PhD workshop on set-theoretic methods and configurational comparative analysis in social science research.
- *Publishing in Different Academic Communities*, WU Vienna, Robert-André Martinuzzi (2023), ECTS: 6
Seminar on academic text structure, clarity, and rhetorical strategy for publication.
- *Theory Building and Theoretical Contributions*, WU Vienna, Phillip C. Nell & Giuseppe Delmestri (2023), ECTS: 6
Course on methodological pluralism, philosophy of science, and research design.
- *Case Study Methods*, WU Vienna, Miriam Wilhelm (2023), ECTS: 6
PhD course on case studies, methodological triangulation, and inductive research quality.
- *Academic Writing*, WU Vienna, Martin Herles (2023), ECTS: 6
Writing course for developing academic tone, argumentation, and stylistic fluency.
- *Quantitative Research Methods*, WU Vienna, Thomas Salzberger (2022), ECTS: 6
PhD course on quantitative methods, measurement theory, and validation practices.