

CV – Julian Jonathan Markus, MSc. BBA. BBA.

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Positions

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| 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

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| 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

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| 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 Interest

- 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

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| 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

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| | WU (Vienna University of Economics and Business), Austria – BSc, MSc (CEMS program) |
| Since 2024 | |
| | <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, Jasmin 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.