

# 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 Interests

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- Organizational Design, especially modern approaches (e.g., radical decentralization)
- Organizational Behavior
- Impact Scholarship

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

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

Preparing for Submission. Target: International Journal of Management Reviews

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

Preparing for Submission. Target: Strategic Management Journal

**Markus, J.J.;** Nell.: “*You are not my Boss: How Designs of 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

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

Preparing for Submission. Target: Personnel Psychology

**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.;** Schouten, J.: “*Liberator or Dictator: Artificial Intelligence in Radical Decentralization*”.

Manuscript development. Target: Strategic Management Journal

**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

**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.

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

Research design.

## **Publications: Conference Papers and Presentations**

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**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 Experiment 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

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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

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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](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](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](https://research.wu.ac.at/ws/portalfiles/portal/44345707/Study_Austria_A_prime_Location_for_HQs_in_the_Digital_Age_FINAL.pdf)

## Media Coverage

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**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

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**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

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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 |

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| 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     |

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## ACADEMIC SERVICE

### Academic Reviewing and Community Contributions

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- 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

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

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| 2021-2022 | Rotterdam School of Management (RSM), Netherlands – BSc; MSc <ul style="list-style-type: none"> <li>• Human Resource Management (BSc)</li> <li>• Organizational Behavior (BSc)</li> <li>• Thesis Project (MSc)</li> <li>• Thesis supervision (ad hoc)</li> </ul> |
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## EDUCATION

### PhD Courses and Additional Education

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- *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.