

Curriculum Vitae

Address: University of Cologne
Faculty of Management, Economics, and Social Sciences
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Current Position:

Full Professor of Management, *University of Cologne* (since 2004)

Research Interests

Organizational/Personnel Economics, Human Resource Management, Field Experiments in Firms, Management Accounting

Academic Qualifications and Education

- 2004 Habilitation and *venia legendi* in Business Administration, *University of Bonn* (Thesis title: Performance Measurement, Responsibility, and Incentives)
- 1999 Dr. rer. pol., *University of Bonn* and *European Doctoral Programme in Quantitative Economics* (Thesis title: On Incentives and the Decentralization of Decisions in Organizations)
- 1996-97 European Doctoral Programme in Quantitative Economics, visiting PhD student *London School of Economics* (LSE)
- 1995 Diplom Volkswirt, *University of Bonn*
- 1994-95 Exchange student at *École Nationale de la Statistique et de l'Administration Économique* (ENSAE) in Paris

Employment

- 2004- Full Professor of Management, *University of Cologne*
- 2000-2003 Assistant Professor (wissenschaftlicher Assistent), *University of Bonn*
- 1999-2000 Consultant Management Accounting, *SAP AG*
- 1998-1999 Research Assistant *University of Bonn*
- 1992-1995 Internships at *Deutsche Bank*, *Frankfurter Allgemeine Zeitung*, *Kaufhof AG*, *Volkswagen AG*

Honors, Awards, and Grants

- 2007-2021 Listed among *Personalmagazin's* 40 leading heads in Human Resource Management in Germany
- 2015 Albertus-Magnus Prize awarded by the students of the Faculty of Management, Economics and Social Sciences
- 2013 Hans-Kelsen Research Prize of the *University of Cologne*
- 2013 Albertus-Magnus Prize awarded by the students of the Faculty of Management, Economics and Social Sciences
- 2011- Member of the research unit „*Design & Behavior*“ financed by the *German Research Foundation DFG* (Project: The Design of Incentive Schemes in Firms)
- 2010 Prize *HR Researcher of the Year* (awarded by Haufe, Deutscher Gesellschaft für Personalführung, HR Allianz, BDA)
- 2008- Coordinator *Cologne Graduate School in Management, -Economics, and Social Sciences*, Grant by the Federal State of NRW
- 2005-07 Research project „*Experiments on Incentives in Organizations*“ with B. Irlenbusch and M. Kräkel, financed by the *German Research Foundation DFG*
- 2003 *Walter-Rathenau-Prize* (with Christian Grund) of the *German Economic Association of Business Administration*
- 2003 Best-Paper award, *German Academic Association for Business Research (VHB)*
- 1995-98 PhD scholarship *German Research Foundation DFG*
- 1996-97 PhD exchange scholarship by the *German Academic Exchange Service (DAAD)*

Affiliations and other Professional Activities

- 2024- Senior Research Fellow at the *Max Planck Institute for Research on Collective Goods*
- 2019-2022 Member of the scientific advisory council of the *Institute for Employment Research (IAB)* of the German Federal Employment Agency
- 2018-2024 Principal investigator of the Excellence Cluster *Econtribute* of the Universities Cologne and Bonn (2018-21 member of its steering committee)
- 2018- Associate editor *Management Science*
- 2017- Research affiliate *Reinhard Selten Institute*
- 2016- Member of the executive board of the *Excellence Center for Social and Economic Behavior (C-SEB)*, Cologne
- 2015- Principal investigator Center for Social and Economic Behavior (C-SEB), University of Cologne
- 2014-2022 Member of priority program 1764 „*The German Labor Market in a Globalized World*“ financed by the *German Research Foundation DFG* (Project: Human

- Resource Management and Employee Retention: Empirical Analyses Using new Linked Employer-Employee Data)
- 2013- Member international advisory board of the graduate program “Evidence-Based Economics” *University of Munich (LMU)*
- 2011- Research Fellow *ceslfo*, Munich
- 2003- Research Fellow *Institut Zukunft der Arbeit (IZA)*, Bonn
- 2008-2017 Academic director *Cologne Graduate School in Management, Economics, and Social Sciences*
- 2005- Research projects with several companies on topics such as *Design of Incentive Plans, Human Capital Management, Talent Management, Women in Leadership Positions, Performance Appraisals, Pay Equity, HR Development*

Refereeing American Economic Journal: Microeconomics, American Economic Review, Contemporary Accounting Research, Deutsche Forschungsgemeinschaft, Die Betriebswirtschaft, *Economica*, *Econometrica*, *Economic Journal*, *Economics of Governance*, *European Economic Review*, *Experimental Economics*, *Games and Economic Behavior*, *Industrielle Beziehungen*, *International Journal of Industrial Organization*, *Journal of Economic Behavior and Organization*, *Journal of Economics and Management Strategy*, *Journal of Economic Psychology*, *Journal of Economic Theory*, *Journal of Institutional and Theoretical Economics*, *Journal of Labor Economics*, *Journal of Law, Economics, and Organization*, *Journal of Public Economics*, *Journal of Public Economic Theory*, *Journal of Political Economy*, *Labour Economics*, *Management Science*, *Quarterly Journal of Economics*, *Rand Journal of Economics*, *Review of Economic Studies*, *Review of Managerial Science*, *Scandinavian Journal of Economics*, *Zeitschrift für Betriebswirtschaft*, *Zeitschrift für betriebswirtschaftliche Forschung/Schmalenbachs Business Review*

Academic Publications

- Kusterer, D., & Sliwka, D. (forthcoming). Social Preferences and Rating Biases in Subjective Performance Evaluations. *Management Science*.
- Ockenfels, A., Sliwka, D. and Werner, P. (forthcoming). Multi-rater Performance Evaluations and Incentives. *Journal of Labor Economics*.
- Grund, C., Sliwka, D., & Titz, K. (2024). Works Councils as Gatekeepers: Codetermination, Monitoring Practices, and Job Satisfaction. *Labour Economics*.
- Opitz, S., Sliwka, D., Vogelsang, T., & Zimmermann, T. (forthcoming). The Algorithmic Assignment of Incentive Schemes. *Management Science*.
- Alfitian, J., Sliwka, D., & Vogelsang, T. (2023). When Bonuses Backfire: Evidence from the Workplace. *Management Science*.

- Manthei, K., Sliwka, D., & Vogelsang, T. (2023). Information, incentives, and attention: A field experiment on the interaction of management controls. *The Accounting Review*.
- Manthei, K., Sliwka, D., & Vogelsang, T. (2022). Talking about Performance or Paying for it? Evidence from a Field Experiment. *Management Science*.
- Butschek, S., Amor, R. G., Kampkötter, P., & Sliwka, D. (2022). Motivating Gig Workers—Evidence from a Field Experiment. *Labour Economics*.
- Manthei, K., Sliwka, D., & Vogelsang, T. (2021). Performance Pay and Prior Learning: Evidence from a Retail Chain. *Management Science*, 67(11), 6998-7022.
- Kampkötter, P., Petters, L., & Sliwka, D. (2021). Employee Identification and Wages: On the Economics of Affective Commitment. *Journal of Economic Behavior & Organization*, 188, 608-626..
- Danilov, A., Khalmetski, K. and Sliwka, D. (2021). Descriptive Norms and Guilt Aversion. *Journal of Economic Behavior & Organization* , 191, 293-311..
- Kajackaite, A. and Sliwka, D. (2020). Prosocial Managers, Employee Motivation, and the Creation of Shareholder Value. *Journal of Economic Behavior & Organization*, 172, 217-235.
- Grund, Christian, Dirk Sliwka, and Krystina Titz (2020). Works councils and performance appraisals. *Journal of Participation and Employee Ownership*, 3(1), 29-50.
- Manthei, K. and Sliwka, D. (2019). Multitasking and Subjective Performance Evaluations - Theory and Evidence from a Field Experiment in a Bank. *Management Science*, 65(12), 5861-5883.
- Khalmetski, K. and Sliwka, D. (2019). Disguising Lies - Image Concerns and Partial Lying in Cheating Games. *American Economic Journal: Microeconomics*, 11(4), 79-110
- Fischer, M., and Sliwka, D. (2018). Confidence in Knowledge or Confidence in the Ability to Learn: An Experiment on the Causal Effects of Beliefs on Motivation. *Games and Economic Behavior*, 111, 122-142.
- Kampkötter, P. and Sliwka, D. (2018). More Dispersion, Higher Bonuses? On Differentiation in Subjective Performance Evaluations. *Journal of Labor Economics*, 36(2), 511-549.
- Kajackaite, A. and Sliwka, D. (2017). Social responsibility and incentives in the lab: Why do agents exert more effort when principals donate? *Journal of Economic Behavior & Organization*, 142, 482-493.
- Sliwka, D. and Werner, P. (2017). Wage increases and the dynamics of reciprocity. *Journal of Labor Economics*, 35(2), 299-344.
- Danilov, A. and Sliwka, D. (2016). Can contracts signal social norms? Experimental evidence. *Management Science*, 63(2), 459-476.
- Kampkötter, P., Harbring, C. and Sliwka, D. (2016). Job rotation and employee performance—evidence from a longitudinal study in the financial services industry. *The International Journal of Human Resource Management*, 1-27.

- Kampkötter, P., Mohrenweiser, J., Sliwka, D., Steffes, S. and Wolter, S. (2016). Measuring the Use of Human Resources Practices and Employee Attitudes: The Linked Personnel Panel. *Evidence-based HRM*, 4(2), 94-115.
- Muehlheusser G., Schneemann, S., Sliwka, D. and Wallmeier, N. (2016). The Contribution of Managers to Organizational Success. *Journal of Sports Economics*.
- Kölle, F., Sliwka, D. and Zhou, N. (2016). Heterogeneity, Inequity Aversion, and Group Performance. *Social Choice and Welfare*, 46(2), 263-286.
- Kampkötter, P. and Sliwka, D. (2016). On the Complementary Use of Experiments and Field Data to Evaluate Management Practices - The Case of Subjective Performance Evaluations. *Journal of Institutional and Theoretical Economics*, 172(2), 364-389.
- Hentschel, S., Mühlheusser, G. and Sliwka, D. (2015). The Impact of Managerial Change on Performance. The Role of Team Heterogeneity. *Economic Inquiry*, 54(2), 1128-1149.
- Conrads, J., Irlenbusch, B., Reggiani, T., Rilke, R. M., and Sliwka, D. (2015). How to Hire Helpers? Evidence from a Field Experiment. *Experimental Economics*, 19(3), 577-594.
- Ockenfels, A., Sliwka, D. and Werner, P. (2015). Timing of Kindness – Evidence from a Field Experiment. *Journal of Economic Behavior & Organization*, 111, 79-87.
- Ockenfels, A., Sliwka, D. and Werner, P. (2015). Bonus Payments and Reference Point Violations. *Management Science*, 61(7): 1496-1513.
- Nieken, P. and Sliwka, D. (2015). Management Changes, Reputational Concerns, and Big Bath-Earnings Management. *Journal of Economics and Management Strategy*, 24(3): 501-522.
- Kampkötter, P. and Sliwka, D. (2014). Wage Premia for Newly Hired Employees: Theory and Evidence. *Labour Economics*, 31: 45-60.
- Berger, J., Harbring, C., and Sliwka, D. (2013). Performance Appraisals and the Impact of Forced Distribution—An Experimental Investigation. *Management Science*, 59(1), 54-68.
- Herbertz, C. and Sliwka, D. (2013). When higher prizes lead to lower efforts—The impact of favoritism in tournaments. *Economics Letters* 120(2), 188–191.
- Danilov, A., Biemann, T., Kring, T., and Sliwka, D. (2013). The dark side of team incentives: Experimental evidence on advice quality from financial service professionals. *Journal of Economic Behavior & Organization*.
- Breuer, K., Nieken, P., and Sliwka, D. (2013). Social ties and subjective performance evaluations: an empirical investigation. *Review of Managerial Science*, 7(2), 141-157.
- McKenzie, T. and Sliwka, D. (2011). Universities as Stakeholders in their Students' Careers: On the Benefits of Graduate Taxes to Finance Higher Education. *Journal of Institutional and Theoretical Economics* 167(4), 726-742.
- Grund, Ch. and Sliwka, D. (2010). Evidence on Performance Pay and Risk Aversion. *Economics Letters* 102, 8-11.

- Nieken, P. and Sliwka, D. (2010). Risk Taking Tournaments. *Journal of Economic Psychology*, 31(3), 254-268.
- Grund, Ch. and Sliwka, D. (2009). The Anatomy of Performance Appraisals in Germany. *International Journal of Human Resource Management* 20, 2049 - 2065.
- Kräkel, M. and Sliwka, D. (2009). Should You Allow Your Employee to Become Your Competitor? - On Non-Compete Agreements in Employment Contracts. *International Economic Review* 50, 117 - 141.
- Mohnen, A., Pokorny, K, and Sliwka, D. (2008). Transparency, Inequity Aversion, and the Dynamics of Peer Pressure in Teams - Theory and Evidence. *Journal of Labor Economics* 26, 693-720.
- Sliwka, D. (2007). Managerial Turnover and Strategic Change. *Management Science* 53(11), 1675-1687.
- Sliwka, D. (2007). Trust as a Signal of a Social Norm and the Hidden Costs of Incentive Schemes, *American Economic Review* 97(3), 999-1012.
- Grund, Ch. and Sliwka, D. (2007). Reference Dependent Preferences and the Impact of Wage Increases on Job Satisfaction: Theory and Evidence. *Journal of Institutional and Theoretical Economics* 163, 313-335.
- Sliwka, D. (2007). On the Notion of Responsibility in Organizations, *Journal of Law, Economics & Organization* 22, 523-547
- Irlenbusch, B. and Sliwka, D. (2006). Career Concerns in a Simple Experimental Labour Market. *European Economic Review* 50, 147-170.
- Kräkel, M. and Sliwka, D. (2006). Strategic Delegation and Mergers in Oligopolistic Contests. *Journal of Economics and Business* 58, 119-136.
- Grund, Ch. and Sliwka, D. (2007). Envy and Compassion in Tournaments. *Journal of Economics and Management Strategy* 14, 187-207.
- Irlenbusch, B. and Sliwka, D. (2005) Reciprocity and Effort Transparency in Employment Relations. *Journal of Economic Behavior and Organisation* 56, 383-403.
- Sliwka, D. (2004). Managementanreize, Signalisierungseffekte und die Kosten vertikaler Integration. *Zeitschrift für Betriebswirtschaft* 74.
- Kräkel, M. and Sliwka, D. (2004) Risk Taking in Asymmetric Tournaments. *German Economic Review* 5, 69-82.
- Sliwka, D. (2003). Anreize, Motivationsverdrängung und Prinzipal-Agenten Theorie. *Die Betriebswirtschaft*. 63, 293-308.
- Höffler, F. and Sliwka, D. (2003). Do New Brooms Sweep Clean? - When and Why Dismissing a Manager Increases the Subordinates' Performance. *European Economic Review* 47, 877-890.
- Lindenthal, S. and Sliwka, D. (2003). Mitbestimmung, Verfügungsrechte und Investitionsanreize. *Zeitschrift für Betriebswirtschaft (Ergänzungsband)* 73 (4), 87-109.
- Sliwka, D. (2003). Organizational Structure and Innovative Activity. *Economics of Governance* 4, 187-214.

- Irlenbusch, B. and Sliwka, D. (2003). Zu impliziten Anreizen in Arbeitsbeziehungen – eine experimentelle Studie. *Zeitschrift für Betriebswirtschaft (Ergänzungsband)* 73 (5), 71-94.
- Sliwka, D. (2002). On the Use of Nonfinancial Performance Measures in Management Compensation. *Journal of Economics and Management Strategy* 11, 487-511.
- Sliwka, D. (2001). Never Change a Winning Team - Team-Entlohnung und implizite Kooperation. *Zeitschrift für betriebswirtschaftliche Forschung* 53, 777-798.
- Schmitz, P. and Sliwka, D. (2001). On Synergies and Vertical Integration. *International Journal of Industrial Organization* 2001 (19), 1281-1295.
- Sliwka, D. (2001). On the Costs and Benefits of Delegation in Organizations. *Journal of Institutional and Theoretical Economics* 157, 568-590.
- Schmitz, P. and Sliwka, D. (1998). Die Bedeutung von privater Information für Vertragsbeziehungen zwischen Käufern und Verkäufern. *Homo Oeconomicus* 15 (2), 233-243.

Working Papers

- Alfitian, J., Deversi, M., & Sliwka, D. (2023). Closing the Gender Gap in Salary Increases: Evidence from a Field Experiment on Promoting Pay Equity. *IZA Discussion Paper No. 16278*.
- Block, S., Opitz, S., Sliwka, D., & Vogelsang, T. (2023). Spot Bonuses: Discretion over Bonus Timing. *Available at SSRN 4322361*.
- Höffler, F. and Sliwka, D. (2013). Internal Incentive Structure and the Choice of Business Strategies.
- Berger, J., Herbertz, C. and Sliwka, D. (2011). Incentives and Cooperation in Firms: Field Evidence. *IZA Discussion Paper No. 5618*.
- Berger, J., Herbertz, C. and Sliwka, D. (2011). Managerial Incentives and Favoritism in Promotion Decisions: Theory and Field Evidence. *IZA Discussion Paper No. 5543*.

Other publications

- Grunau, P., Kampkötter, P. and Sliwka, D. (2021): Mehr "Wir" weniger Ziele - Teamleistung und Unternehmenserfolg spielen eine immer größere Rolle im Vergütungsmix. *Personalmagazin*, 23(6), 22-27.
- Sliwka, D. (2020). Bonus Plans, Subjective Performance Evaluations, and Career Concerns. *Handbook of Labor, Human Resources and Population Economics*, 1-26.
- Sliwka, D. (2020). Bonuses and performance evaluations. *IZA World of Labor*, 478 doi: 10.15185/izawol.478.
- Biemann, T., Englmaier, F., Sliwka, D. and Weller, I. (2017). People Analytics – Personaldaten als Erfolgsfaktor. *PersonalQuarterly*.

- Kampkötter, P., Laske, K. and Sliwka, D. (2015). Variable Vergütung in Deutschland – ein Überblick. *PersonalQuarterly* 3, 10-15.
- Kampkötter, P., and Sliwka, D. (2013). Trotz subjektiver Leistungsbeurteilung zu aussagekräftigen Ergebnissen kommen. *PersonalQuarterly*, 2, 46-49.
- Cetnarowski, I., Breuer, K. and Sliwka, D. (2013). Karriere in Teilzeit – Ein schwieriges Unterfangen mit „Klebeeffekt“. *PersonalQuarterly*, 65(3), 26-30.
- Vergütung: Zwischen Mythos und Wahrheit. In: *Personal* 12/09 (2009), Seiten: 38-40 Mit M. Emmerich, P. Kampkötter.
- Richtig vergüten - Kultur stärken. In: *Personalmagazin* 07/09 (2009), Seiten: 32-33. Mit J. Berger, F. Hauser, C. Herbertz.
- Vergütungstrends: Pauschal ist perdu. In: *Die Bank* 06/09 (2009), Seiten: 68-72 Mit M. Emmerich, A. Enneking, P. Kampkötter.
- Humankapital bewerten. In: *Personalmagazin* 05/09 (2009), Seiten: 18-21 Mit K. Breuer, P. Kampkötter.
- Variable Vergütung in der Unternehmenspraxis: Anreiz zur Leistung. In: *Die Bank* 1 (2008), 83-86 (mit M. Emmerich und P. Kampkötter).
- Stichworte zum Bereich „Personalökonomie“ in *Vahlens Großes Personalexikon*, mit Matthias Kräkel und Christian Grund.
- Buchbesprechung „Organisation und Motivation“ von P.-J. Jost, *Management Revue*, Heft 3 (2002), 234-237.
- Innerbetriebliche Aufgabenverteilung und Delegation, in Jost, P. (Hg.): *Die Prinzipal-Agent-Theorie in der Betriebswirtschaftslehre*. (2001), Stuttgart: Schäffer-Poeschel, 331-357 (mit Matthias Kräkel).
- Delegation, Spezialisierung und optimale Entlohnung, *WiSu das Wirtschaftsstudium* (2001), 1344-1352 (mit Matthias Kräkel).
- Job Enlargement oder Spezialisierung? - Das Prinzip der ähnlichen Kompensation und die optimale Aufgabenverteilung in Organisationen, in Backes-Gellner, U. et al. (Hg.): *Flexibilisierungstendenzen in der betrieblichen Personalpolitik*, München und Mering: Rainer Hampp Verlag (2000), 67-83.