

Scientific Career

From 1988 to 2021, Prof Dr Klemens Joos first studied, then earned his doctorate and finally taught at the Faculty of Business Administration at Ludwig Maximilian University Munich (LMU). Even before the foundation of the European Union (EU), he recognised (1988/89) that the continuing integration process of European states inevitably leads to constantly new and growing complexity challenges for lobbying activities of member states, regions, companies, associations and organisations. In 1998, with the organisational science approach of his doctoral thesis, he demonstrated the significance of the new primary legislative framework of the EU for business administration and lobbying.

With the foundation of the European Union through the Treaty of Maastricht on November 01, 1993, the process of European integration reached a new level. Prof Dr Klemens Joos accompanied each further step of deepening and widening the EU with fundamental scientific contributions¹ and other fundamental publications².

With his book "Convincing Political Stakeholders. Successful representation of interests through process competence in the complex decision-making system of the European Union"³, Prof Dr Klemens Joos published a standard work for the illustration and analysis of process-oriented solutions for all lobbying stakeholders - which at the same time builds the theoretical foundation for his master seminars.

In essence, Prof Dr Klemens Joos' scientific work is focused on the fact that in complex situations, in addition to content competence, process competence is mandatory for successful problem solving. In this context, process competence is the proficient knowledge of formal and informal decision-making rules and political access to accompany decision-making processes structurally and sustainably. According to his analysis, it consists of three subcomponents: Process Structure Competence, Perspective Change Competence, and Process Support Competence. He used an illustrative formula to show how interest groups in a complex decision-making system, such as the multi-level system of the EU, must structure their organisational and operational processes. In addition, he developed a methodology that makes it possible to ensure successful project management in a quality-assuring process.

Since April 2021, Prof Dr Klemens Joos has been visiting lecturer at the Technical University of Munich (TUM), where he was appointed honorary professor for Business Administration – Political Stakeholder Management on February 10, 2022. The goal is in particular the continuation of his very successful master seminar. In addition, he is working on further publications to deepen and broaden the universal character of the illustrative formula. This also involves applying the formula to new areas and situations where you will find complexity. With the help of Artificial intelligence (AI), organisational and operational processes will be structured in such a way that solutions to problems in complex systems of all kinds are being made possible.

¹ Dissertation: "Representing the Interests of German Companies vis-à-vis the Institutions of the European Union" 1998 / Treaty of Amsterdam 01.05.1999

² "Successful Lobbying in the New Europe"; English edition 2004; Japanese edition 2005 / Treaty of Nice 01.02.2002

"Lobbying in the new Europe - Successful representation of interests after the Treaty of Lisbon"; German and English editions 2011 / Treaty of Lisbon 01.12.2009

³ 2nd revised and extended German and English edition 2023 (1st German edition 2015; 1st English edition 2016)