The Institute for Management Research (IMR) is an academic centre of expertise that investigates the structures and performance of public and private organizations. The IMR contributes to understanding and improving the effectiveness, efficiency and legitimacy of the institutional, organizational and management arrangements through which societal systems are organized and governed.

The main research goals are to investigate:
• the fundamental aims, structures and behaviour of the societal system being studied
• the impact of interventions – based on institutional, organizational and management arrangements – on the aims, structures and behaviour of the societal system being studied
• the effectiveness, efficiency and legitimacy of these interventions.

Until January 2011, IMR research carried out by approximately 82 FTE researchers (tenured and non-tenured) took place in the following programmes:

Governance and Places (GaP)
Researchers at GaP study the social and environmental qualities of places, from local to global, with a special focus on issues related to spatial structure and governance. Research topics include urban and regional development, transport and water management, environmental policy, real estate development, identities and borders, and European spatial planning. The programme integrates approaches from human geography, spatial planning, environmental studies and public administration.

Nijmegen Centre of Economics (NiCE)
The focus at NiCE is on researching economic issues from a pluralistic, multidisciplinary perspective. In addition to economic theories, researchers use psychological and sociological theories as well as survey, longitudinal and experimental data sets. There are three themes: experimental and behavioural economy, the influence of culture and institutions on economic markets, and accounting and finance in relation to organizational change.

Relational Enterprise (RE)
RE is about understanding the way organizations are managed. The research takes an integrated approach, focusing on the relationships and networks formed among members within organizations, as well as with actors and institutions in their fields of expertise. RE researchers study these relationships in four interrelated domains: REalign (e.g. relationship management, partnerships and social networks); REsponsibility (e.g. employability, social responsibility and sustainable development); REthink (e.g. managerial and organizational decision-making processes) and REcreate (e.g. social/product innovation).
Shifts in Government and Governance in a Comparative and International Perspective (SHIFTS)

The focus at SHIFTS is on changes in public governance and management. Despite various forms of pressure on systems of government, such as globalization and privatization a) many of the traditional mechanisms, capabilities and styles of government have not ‘shifted’ to the extent that the leading theories suggest and b) a trend back to ‘old’ forms of government is taking place. This programme deals with four interrelated themes: relationships between government and civil society, institutional arrangements for citizen participation in the public domain, shifts in multi-level government and the issue of good governance. Research from different disciplines (public administration and political science) is combined with normative and empirical research approaches.

Research facilities

The IMR operates the NSM Decision Lab for experimental research based on game theory and social choice theory in order to study cooperative decision making in various empirical domains. Researchers also use the Visa Skills Lab and an Electronic Meeting/Group Decision Room for studying group processes such as agenda setting and specifying and evaluating policy alternatives. In some cases, IMR researchers actively participate in the construction of special databases, e.g.:

- GaP developed, together with NICIS (the Netherlands Institute for City Innovation Studies) and the PBL (the National Environmental Assessment Agency), a database of the investments in construction and revitalization of Dutch business areas.
- NICE developed a web-based expert system (www.educoef.org) for policy analysis and diagnosing problems related to educational participation in African countries.
- RE participates in international networks on e.g. human resource management (CRANET), the International Manufacturing Strategy Survey, and the European Manufacturing Survey in order to collect relevant data and conduct comparative analyses.
- The SHIFTS research group on contagious conflict is constructing a data set related to mobilization through a survey (with the Dutch trade union CNV) and simulations in the NSM Decision Lab.
Collaboration

The IMR participates in various Dutch research schools and collaborates with partners in both national and international research networks. New research collaborations include:

• GaP: Dr Martens with the Municipality of Antwerp to develop an innovative parking management model.
• GaP: Prof. De Kam with the University Medical Center Groningen and the HAN University of Applied Sciences on the effectiveness of area-based arrangements for housing and care.
• GaP: Prof. Van der Krabben with Prof. Jacobs (University of Wisconsin) on urban land management strategies and urban regeneration projects.
• NiCE: Dr Delsen with Prof. Pacolet (Katholieke Universiteit Leuven) on globalization and national social security systems.
• NiCE: Dr Heukelom with Duke University, London School of Economics, on the programme ‘History of Recent Economics’.
• RE: Dr van Gestel with Dr Nyberg (University of Sydney), Prof Fitzgerald and Dr Hyde (Manchester Business School) on ‘The Healthy Worker’.
• RE: Dr van den Brink with scholars from Sloan School of Management to organize a symposium for the Academy of Management in Montreal entitled ‘Success Factors and Barriers for Women Leaders: Evidence from North America, Asia and Europe’.
• SHIFTS: Dr Brandsen initiated a 7th European Framework Programme project called WILCO (Welfare Innovations in the Local Context involving 11 European universities).
• SHIFTS: Dr van der Vleuten joined the project ‘Governance Export by Regional Organizations’ (coordinated by Prof. Börzel of Freie Universität Berlin).

Research results

Noteworthy published results include:

• NiCE: Prof. Weitzel and co-authors observed a weaker market response to stock mergers than to cash mergers, which they identified as ‘market correction of misvalued acquirers’.
• NiCE: Prof. Weitzel and fellow researchers analyzed the selfish preferences of the entrepreneurially talented, showing that a distinction between creative talent and business talent explains systematic differences in the willingness to forgo private benefits to avoid losses for others.
• NiCE: Dr Heukelom demonstrated how contemporary behavioural economics scientifically originates in the measurement and decision theories of mathematical psychology.
• NiCE/SHIFTS: Dr Smits, Prof. Verloo and PhD researcher Spierings analyzed data relating to 40,742 women in six Arab countries and found clear evidence that a woman’s education is the most important explanatory factor for the kind of employment she gets.
• NiCE: Dr Delsen and Dr Smits found that participation in the Life Course Savings Scheme (Levensloopregeling), introduced in the Netherlands in 2006, is high for females, part-timers and the young. The scheme clearly has the potential to contribute to work-life balance.
• RE: Based on a longitudinal study of welfare state reform in the Netherlands, Dr van Gestel found that organizational changes are not primarily motivated by potential improvements, but
Societal impact

Several IMR researchers gave lectures to the general public, wrote articles in newspapers, participated in advisory committees and commented on topical issues on radio and television. Examples include:

• Dr Akkerman organized an international conference at Radboud University Nijmegen on Evidence-based Governmental Policy with the Netherlands’ Institute of Government for academic scholars and practitioners.

• Dr Van Gestel gave keynote lectures at several national conferences, such as the Annual conference of the Ministry of Social Affairs and Employment, about Regional networks, the Labour market conference of UWV, and the SCP conference on the inclusion of handicapped people in the labour market.

• Prof. Beate van der Heijden participated as a scientific adviser in a project on ‘Aging workers’ (financed by De Stichting Aedes Code).

• Prof. Beate van der Heijden chaired the Accreditation Committee of the Career Management Institute.

• Dr Helderman was appointed as a member of the Commissie Aedes Code (established to encourage dialogue between social housing organizations and customers).

• Prof. Jonker launched the sustainability project ‘Our Common Future 2.0, Roadmaps for our Future Society’ as a follow-up project in the Netherlands to the Brundtland Report ‘Our Common Future’. A conference was organized at Radboud University Nijmegen to discuss the preliminary results of the project.

• Prof. van der Krabben and Dr Martens have been appointed as members of the Provincial Planning Advisory Board (Provinciale Raad voor Omgevingsbeleid Gelderland).

• Dr Mastenbroek gave a Master class on EU implementation for European Integration scholars and practitioners.

• Prof. Vermeer was invited as an expert at the Meeting on Gender Mainstreaming, EIGE European Institute for Gender Equality Vilnius.

• Dr Wigger organized a series of public debates entitled ‘Real World Economics Lectures’ at CREU Amsterdam.

• Prof. Wissenburg was Acting President of the Dutch Political Science Association.

• SHIFTS researchers working on industrial conflict organized a meeting with representatives from Dutch and Belgian employers’ associations and trade unions.

• Dr Smits is a member of the advisory board of the Indices of Social Development Database of the World Bank at the Institute of Social Studies in The Hague.

Driven by a negative choice, i.e. to avoid alternatives that are perceived as worse. This type of reform process leads to ongoing dissatisfaction and continuous change.

• RE/NiCe: Based on a 16-year longitudinal study Dr Poutsma and Dr Braam found that allocating company shares to all employees, when combined with profit sharing, has positive effects on company performance, whereas allocating these benefits to management alone does not produce the desired effects.

• SHIFTS: Dr van Leeuwen found that international actors engaged in peace-building interventions, e.g. in Burundi, fail to take into account the weakness of local institutions and thus should adjust their strategies.

• SHIFTS: Dr van der Vleuten and Dr Ribeiro Hoffman identified the conditions under which regional organizations are more or less likely to intervene when democratic principles within one of the EU member states are violated.

• SHIFTS: Dr Mastenbroek and Dr Princen found that the impact of European integration on the structure and culture of national governments remains limited to particular organizations and particular civil servants within central government.

Awards

IMR researchers received the following prestigious distinctions in 2010:

• Dr van den Brink received the 2010 Emerald Award for Best International Symposium: ‘Success Factors and Barriers for Women Leaders: Evidence from North America, Asia and Europe’.

• Dr Heukelom was awarded the Rockefeller Archive Center Grant-Aid for research on the Russell Sage Foundation’s Behavioral Economics Archives.

• Dr Honingh won the Outstanding Paper Award 2010 of the International Journal of Educational Management for her article ‘Teachers’ organisational behaviour in public and private funded schools’.

• Prof. Leroy received the Flemish Rudi Verheyen Prize 2010 for his long career as a social scientist in the field of research and policy advice on environmental issues.

• Prof. Ernste was appointed as a member of the ‘Akademie für Raumforschung und Landesplanung’ (ARL) in Hannover.

• Dr van Houtum was – in addition to his position at the IMR – appointed as part-time Research Professor Geopolitics at the University of Bergamo in Italy.

• Prof. Sent, for the second consecutive year, won the Frans Duynste trophie from Radboud University Nijmegen for her frequent comments in the media on the economic crisis.

• Prof. Verbeek received a Senior Fulbright Grant to spend at Syracuse University, USA.

• In addition to her position at the IMR, Prof. Verloo temporarily held the rotating Marie Jahoda Chair at Ruhr Universität Bochum, Germany.

• Prof. De Vries received the ‘Recognition for Outstanding Leadership’ award from the IASIA (International Association of Schools in Administration).
Key publications


Dissertations: 15
Scientific publications: 246
Professional publications: 155
In 2001 Rob van der Heijden came to the Nijmegen School of Management as Professor of Spatial Planning from Delft University of Technology, where he had been Professor of Transport Policy and Logistics since 1994. In 2008 he was appointed Vice-Dean of the Faculty alongside his role as Director of the Institute for Management Research. His teaching and research focuses on complex decision making related to spatial infrastructures and urban development. He is currently and has in the past been a member of various scientific and professional advisory boards in this field.

Future research

In 2010 the IMR organized a mid-term evaluation of its research. A self-evaluation report was written, including information on research focus, results and productivity. This provided the basis for recommendations by an external committee of peers, which also held interviews during a site visit early in October 2010. It was concluded that research is developing well in terms of academic status and productivity and that its relevance is high. Good progress has been made in creating an environment for high-level academic research in the future.

The peers supported the intention by the faculty management to re-organize the research portfolio in three new programmes, which are designed to stimulate cross-disciplinary collaboration, while creating an appealing new profile. These programmes are formulated in discussions with researchers at IMR. From January 2011 onwards IMR research will be structured as follows:

a. Distributional Conflicts in a Globalizing World: Consequences for State-Market-Civil Society Arrangements (Discon)
b. Responsible Organization (Resorg)
c. Territorial Governance and Changing Meanings of Places (TerraM).

In 2011 the IMR will invest in six to nine PhD positions for research within these themes. In addition, various initiatives designed to generate external funding have resulted in new PhD and postdoc projects:

- Dr Akkerman received an NWO grant for a postdoc researcher for her NWO-funded project ‘Learning from Strikes’.
- Prof. Benschop obtained a grant from STW for a PhD position, focusing on organizational networks, diversity and innovation.
- Prof. Van der Krabben received a grant from the ‘Kennis voor Klimaat’ Programme for a PhD student to work on the project ‘Climate Proof Cities’ (with the University of Utrecht).
- Prof. Van Kranenburg and Prof. Jonker started the RESORG PhD School. Twelve candidates were selected to participate during the period from September 2010 to August 2011.
- Dr Lagendijk coordinated a NWO granted proposal for the postdoc project ‘Food for thought and thought for food: the local-global entanglement of the slow food movement’
- Dr van Leeuwen and Dr Verkoren received an NWO Grant for the PhD project ‘Land Conflicts, Local Governance and Decentralization in Post-Conflict Uganda, Burundi and Southern Sudan’.
- Prof. Leroy and Dr Meijerink received a grant from the national ‘Kennis voor Klimaat’ programme for a PhD student to work on ‘The governance of climate adaption’.
- Dr Martens received a grant from the Cornelis Lely Foundation for a PhD project on ‘parking dynamics in urban environments’, using an agent-based system.
- Prof. Verloo obtained a grant for a senior researcher from the ‘Oranje Fonds’ to evaluate 20 two-year projects in the Netherlands, which focus on the participation in society of poorly educated, socially isolated men.
- Prof. Weitzel initiated a joint PhD project in collaboration with the Cognitive Neuroscience Division of the Donders Institute. This is the first research project in an exciting new field called ‘neuro-economics’, which involves experiments using fMRI scanners.