Institute for Management Research

The mission of the Institute for Management Research (IMR) is to create knowledge in the service of society. IMR conducts fundamental and applied research on the design, development and performance of public and private structures that regulate, govern, and manage human interactions. Structures are addressed at various levels of analysis, ranging from national and international communities to local urban networks and from macro-economic management systems to organizations, firms and individuals.

IMR’s multidisciplinary composition makes it possible for researchers to analyze such structures from various theoretical perspectives, using managerial, economic, geographic and political lenses. The aim is to combine a variety of theoretical perspectives and related methodologies to provide a richer understanding of international, societal and organizational challenges and to contribute to the development and evaluation of intervention strategies.

IMR bundles its research in three programmes:

*Distributional Conflicts in a Globalizing World: Consequences for State-Market-Civil Society Arrangements (DisCon)*
Researchers associated with DisCon investigate the impact of globalization on potential distributional conflicts, regarding material (e.g. resources, economic structures) and immaterial (e.g. social-cultural) issues within social systems. Analyses focus on the effects of the birth, nature and development of these conflicts on the nature of arrangements between states, markets and civil society. DisCon researchers also explore the means and strategies that aim at preventing or managing (potential) conflicts.

*Responsible Organization (ResOrg)*
Researchers associated with ResOrg investigate the design, development and evaluation of organizations that create value in multiple dimensions, in particular the functions, objectives and impact of organizations with respect to society. Strategies leading to environmental, social and economic sustainability are studied from various perspectives, notably using social, institutional and intervention-oriented theories. Central themes are: (1) value creation in multiple dimensions, (2) institutional arrangements within organizational networks, (3) relationships between stakeholders and (4) accountability and reliability.

*The Shaping and Changing of Places and Spaces (SCAPES)*
Researchers associated with SCAPEs study processes of changing (social, economic and environmental) meanings of places for individuals, communities and states, and their consequences for territorial governance. The following themes are addressed: transnational territorial identities and cooperation, the geopolitics and geography of territorial borders, migration and development, regional governance, transport and spatial development, water management, environmental policy and governance, and land policy and location development.
Staff

Prof. J.H.J. Bell (e)
Prof. Y.W.M. Benschop (o)
Prof. J.M.M. Bloemer (o)
Prof. F.W.M. Boekema (o)
Prof. R. ten Bos (o)
Prof. B. Dankbaar (o)
Prof. A.M.A. van Deemen (p)
Prof. J.A.C.M. Doornewaard (o)
Prof. H. Ernst (o)
Prof. H.G. de Gier (p)
Prof. B.J.J.M. van der Heijden (o)
Prof. I. Helsloot (e)
Prof. P.H.J. Hendriks (p)
Prof. M. Herweijer (e)
Prof. G.J. Hoppers (e)
Prof. E. de Jong (o)
Prof. J. Jonker (p)
Prof. G.R.W. de Kam (e)
Prof. E. van der Krabben (p)
Prof. H.L. van Kranenburg (o)
Prof. K. Lauche (o)
Prof. P. Leroy (o)
Prof. M.H. Leyenaar (p)
Prof. R.H. Lieshout (o)

Prof. J.M. Mastop (p)
Prof. H.J. Meurs (e)
Prof. W.F. de Nijs (o)
Prof. F.D. Pot (e)
Prof. A.C.R. van Riel (o)
Prof. M.J.R. Schoemaker (e)
Prof. E.-M. Sent (o)
Prof. J.A.M. Vennix (o)
Prof. J.A. Verbeek (p)
Prof. M.M.T. Verloo (p)
Prof. D.E.M. Verweij (e)
Prof. E.G.J. Vosselman (o)
Prof. M.S. de Vries (o)
Prof. G.U. Weitzel (o)
Prof. M.L.J. Wissenburg (o)

Tenured

Full Professors 10.3 FTE
Associate Professors 8.5 FTE
Assistant Professors 23.5 FTE
Researchers 2.4 FTE
Lecturers 2.9 FTE

Non-tenured

Researchers 8.7 FTE
Lecturers 0.2 FTE
Doctoral candidates 34.4 FTE

Research facilities

The IMR operates the Nijmegen School of Management (NSM) Decision Lab and the Visa Skills Lab. In the Decision Lab, experimental research – based on game and social choice theory – is conducted to study cooperative decision-making in various empirical domains. The Visa Skills Lab – an electronic meeting / group decision room for studying group processes – supports investigation of policy making processes. In 2011 the IMR has invested substantially in an extension of the Decision Lab. The lab can now be used for more complex economic and financial trading experiments.

IMR researchers also actively participate in the construction of special data sets. For example, the DisCon research group on Contagious Conflict together with the Dutch trade union CNV constructed a data set related to mobilization and populism. Researchers in ResOrg constructed data sets in cooperation with others including the Cranfield Network on International Human Resource Management (Cranet). Finally, within SCAPES a national database was completed on characteristics and investments in Dutch industrial estates.

Collaboration

The focus on complex societal issues requires that IMR researchers extend and intensify their contacts outside the institute. IMR researchers therefore collaborate with partners in both national and international research networks. In 2011, several new cooperative ventures were established:

• Prof. de Jong participates in the EU-COST (European Cooperation in Science and Technology) project Systematic Crises, Financial Crises and Credit, with experts from several European countries.

• Dr van der Vleuten participates in the international research project on ‘Exporting Good Governance’ financed by the Deutsche Forschungsgemeinschaft (DFG) and led by the Freie Universität Berlin (Germany), with experts from several European countries.

• Dr Zaslove and Dr Jacobs cooperate with the Department of Politics and Contemporary European Studies of Sussex University (United Kingdom) in research on populism.

• Prof. Weitzel collaborates with the Maastricht School of Management on large-scale global experiments conducted in more than 15 countries.
Institute for Management Research

• Prof. Benschop and Prof. van Riel collaborate with the Parkinson Centrum Nijmegen of the Radboud University Nijmegen Medical Centre (UMCN) in a joint PhD-project.
• Prof. van Kranenburg and Prof. van Riel collaborate with the HAN University of Applied Sciences in the project ‘Kennisalliantie Rijn-Waal 2020’.
• Dr Lagendijk coordinates research of partners from five European countries in the Euregio-funded INTERREG IV programme ‘Brain Flow’, on preventing highly skilled employees from leaving non-core regions.
• Dr van Houtum participates in the EU 7th Framework Programme Project ‘Borderscapes’, in which the Nijmegen Centre for Border Research (NCBR) is one of the twenty partners.
• Prof. van der Krabben cooperates with two universities of São Paolo (Brazil) in a Nuffic (Netherlands organisation for international cooperation in higher education) project in research on land management strategies for urban transformation projects.

Research results

In 2011, 16 PhD candidates successfully defended a dissertation, a record in the history of the IMR. Further noteworthy results, published or to be published in international journals or books, include:

• Dr Jansen found that party positions hardly explain the assumed linear decline in class-based voting and that the rise of social-cultural specialists is important for understanding changes in the class–vote relationship.
• Dr Smits, Prof. de Jong and PhD researcher Webink analysed child labour in 16 developing countries. They illustrated the existence of substantial amount of “hidden” child labour.
• Dr van der Vleuten explained how the European Court of Justice expanded its mandate by granting social economic rights to LGBT (Lesbian, Gay, Bisexual, Transgender) people, which went beyond national legislation.
• Prof. Weitzel and Dr Qiu provided experimental evidence on how individuals take decisions and learn in ambiguous situations.
• Prof. Weitzel, Dr Füllbrunn and Dr Rau provided experimental evidence that ambiguity aversion is a phenomenon of individual decision-making that does not occur in financial market trading.
• Dr Wigger identified the political power constellations underneath European competition regulation, covering merger control, cartel prosecution, state aid and privatization.
• Prof. B. van der Heijden and Prof. Bakker (EUR) found that the learning value of an employee’s job and a transformational leadership style have an indirect effect upon workers’ employability, through work-related flow.
• Dr Meijerink, Dr Huitema and Dr Lebel showed that water policy entrepreneurs in many countries use similar strategies in water transition: initiate small scale pilot projects and adjust strategies to the institutional context.
• Dr Lagendijk studied the changing policy rationalities underpinning EU regional innovation policy in the period 1980-2011. He showed that recent developments aim at the acceptance of spatial differentiation, moving away from the prevalent ‘Cohesion’ approach.
• Prof. van der Krabben and Prof. Tira investigated land management strategies for urban transformation projects in an international comparative study. Cities are not yet prepared for managing brownfield projects. Various experiments with new legal and financial instruments have been initiated.
Awards and grants

- Prof. Leroy received the ‘Prijs Rudi Verheyen’ (on behalf of the Flemish government) for his lifelong work on environmental policy.
- Dr Anderson and Dr Delsen obtained funding from the Instituut Gak foundation for a postdoc researcher into pension policies.
- Prof. Benschop and Dr Gremmen received a grant from the NSvP (Nederlandse Stichting voor Psychotechniek) for research on collaboration between corporate / professional women’s networks and their organizations. They are developing a practical tool to sustain and improve collaboration.
- Dr Bleijenbergh received an EU 7th Framework Programme subsidy for the project ‘Structural Change To Achieve Gender Equality in Science (STAGES)’, as part of the programme Science for Society, a joint venture in which research institutes in Italy, Romania, Denmark and Germany participate.
- Dr van den Brink received a NWO Veni grant for the research project ‘Sustainable change towards diversity: the role of change agents and organizational learning’.
- Dr Driessen obtained a research grant from Agentschap NL (Ministry of Economic Affairs, Agriculture and Innovation) for studying innovation networks related to subsidized sustainable innovations.
- Prof. van der Kرابben and Dr Martens received a grant for the NWO Urban Regions in the Delta project ‘DELTA OOST’ together with the Faculty of Science, Wageningen University and the Stadsregio Arnhem-Nijmegen. The aim of the project is to develop innovative solutions both for water management and transit-oriented developments.
- Prof. van Kranenburg and Dr Rouwette received a research grant from Infrastructure Next Generation and Alliander N.V. for a PhD project.
- Dr Lagendijk received a grant in the first round of the NWO Complexity Programme. He and his team will explore the proliferation, development and growing significance of the slow food movement worldwide.
- Prof. Lauche and Prof. van Riel have received a grant for a 3-year project on ‘Tools for Orchestrating Value Chains for Sustainability in New Product Development’, funded by Agentschap NL/ IOP Integrale ProductCreatie en Realisatie (Ministry of Economic Affairs, Agriculture and Innovation).
- Dr Martens and Dr van Kemenade received a Valorisation Grant from Technology Foundation STW for the further development of PARKAGENT, an innovative parking model that enables cities to predict the effects of parking policies.

Societal impact

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. Some milestones in 2011:
- Dr Anderson was invited as a scientific expert to join an Expert Workshop on “The Swedish Pension System: Lessons for Germany”, organised by the Friedrich-Ebert-Stiftung, Berlin (Germany).
- Prof. Dankbaar was appointed to a committee for the evaluation of the Programmatic Approach in Dutch Innovation Policy 2005-2010 for the Ministry of Economic Affairs, Agriculture and Innovation.
- Dr Delsen was invited to participate in a workshop on “Work Life Balance”, organised by the European Foundation for the Improvement of Living and Working Conditions (Eurofound) in collaboration with IBA GEI (International Bar Association - Global Employment Institute) in Dublin (Ireland).
- Prof. B. van der Heijden was invited to join the European Society for Vocational Designing and Career Counselling.
- Prof. R. van der Heijden was invited to join a committee that advises the Minister of Infrastructure and Environment on the logistics power of the Netherlands.
- Prof. de Jong contributed to Me Judice, an independent discussion forum for debate among economists, as well as to newspapers and radio programmes such as “Met het oog op morgen” (NOS) and BNR Nieuwsradio. He was regularly invited for meetings and conferences on economic issues, e.g. at the University of Humanistic Studies in Utrecht and the Clingendael Institute in The Hague.
- Prof. Jonker launched the project ‘Our Common Future 2.0’ for the Netherlands. This project developed a vision on sustainability related to 19 societal themes including learning, water, energy, the economy and health care, resulting in a conference with more than 1000 participants in May and a book entitled ‘Duurzaam Denken en Doen’.
- Prof. van Kranenburg was invited as a keynote speaker to talk about Strategy, Innovation and Value Creation in Media Management at the conference on Media and new business models at MHHK Macromedia University for Media and Communication in Munich (Germany).
- Prof. Lauche gave a presentation at the Drilling Engineering Association meeting and contributed to the recommendations of the International Association of Oil & Gas Producers (OGP) on the human aspects of the Macondo explosion and the oil spill in the Gulf of Mexico.
- Prof. Sent was elected to the Senate of the Netherlands and she became a member of the Social Sciences Council (SWR) of the Royal Netherlands Academy of Arts and Sciences (KNAW).
- Dr van der Velde and Dr Smith, together with Gadyah Mada University (GMU) and UNIKA University in Semarang, organized a two-week workshop in Yogyakarta (Indonesia) entitled: ‘Climate and Environmental Change and Their Impacts on Livelihoods, Mobility, and Regional Development’.
- Dr Wigger organized a series of public debates entitled ‘Real World Economics Lectures’ at CREA, the cultural organization of the University of Amsterdam.
- Prof. Wissenburg led an expert group publishing a report on fairness and justice for the Teldersstichting, the national liberal think tank.
Key publications


Future research

In 2013 the IMR will be formally evaluated. The focus for future research will be on 1) further elaboration of the three multidisciplinary programmes in terms of projects and collaborations with internal and external partners, 2) further strengthening the quality of research, as measured in the quality of publications and the acquisition of external funding, and 3) further increasing the number of PhD candidates and the number of successfully defended dissertations.

Regarding the first goal, the IMR invests in organizing research events (some of which are for all researchers, while others are dedicated specifically to PhD candidates) to stimulate multidisciplinary debates and link researchers. Examples of planned activities are:

- ResOrg, in association with University of New York, Ohio State University and Ipsos Inc., will organize the international “Thought Leaders in Services Management” conference from June 27-29, 2012.
- The Department of Public Administration will organize the annual conference of the Transatlantic Dialogue (EGPA) on "Transitions in Governance" in 2012.
- The Economics Department will organize a workshop entitled “Ambiguity in the Economy and in Economics”, to be held on 5 October 2012, in Nijmegen.

A self-evaluation report on research, which will provide the basis for the independent evaluation in 2013, will be used to intensify the internal debate on the focus and strategic development of IMR.

To increase the quality of its research, the IMR encourages the successful transformation of research grants into operational research projects, which require excellent PhD candidates and post doc researchers. In addition, IMR is preparing research proposals for major subsidies (e.g. ERC, EU, NWO programmes, Dutch ‘top sector’ programmes, FP7 and Horizon 2020). IMR research output will further benefit from the fact that in 2012 eleven additional assistant professors will be appointed, all of whom will will have a partial research commitment.

Regarding the third goal (strengthening PhD research), in 2011 the IMR invested in nine PhD positions for research within the core themes. These PhD candidates form a cohort and participate together in several multidisciplinary trainings. At least eight new PhD positions will be created in 2012. Depending on the success of applications for external funding, this number may increase to ten. Furthermore, the ResOrg PhD programme offers an alternative route for selecting and training external potential PhD candidates.