The Institute for Management Research (IMR) is the multidisciplinary research institute of the Nijmegen School of Management (NSM). Its mission is to excel in creating knowledge in the service of society. Researchers conduct fundamental and applied research on the design, development and performance of the public and private structures that regulate, govern and manage human interactions.

The IMR’s unique multidisciplinary composition, combining researchers working in business administration, economics, political science, public administration, human geography and environment studies, makes it possible to analyze structures from various theoretical perspectives and at different levels of analysis. The institute aims to provide a richer understanding of international, societal and organizational challenges and to contribute to developing and evaluating intervention strategies.

The IMR aims to further strengthen its international position as a multidisciplinary centre of excellence by expanding collaborations with selected peer institutes of international renown, as well as with commercial and institutional partners.

**Thematic platforms**

IMR platform management – a team of senior researchers – is instrumental in realizing the IMR’s ambitions by creating a fertile and productive research climate. Platform managers bring the multidisciplinary research community together in three thematic platforms, where they debate and exchange ideas and knowledge: DisCon, ResOrg and SCAPES.

DisCon (Distributional Conflicts in a Globalizing World: Consequences for State-Market-Civil Society Arrangements) focuses on the effects of globalization on potential distributional conflicts, regarding material (e.g. natural resources, economic structures) and immaterial (e.g. social-cultural) issues within social systems. Central themes are: the effects of the birth, nature and development of these conflicts on the nature of arrangements between states, markets and civil society; means and strategies designed to prevent or manage (potential) conflicts.
ResOrg (Responsible Organization) focuses on the role of both institutionalized and non-institutionalized organizations and how to engage or manage them responsibly. Central themes are: value creation in multiple dimensions; the dynamics of internal and external stakeholder configurations; (networks of) dominant institutionalized and non-institutionalized arrangements, and accountability and reliability.

SCAPES (The Shaping and Changing of Places and Spaces) focuses on processes of changing the social, economic and environmental meaning of places for individuals, communities and states, and the consequences for territorial governance. Central themes are: transnational territorial identities and cooperation; the geopolitics and geography of territorial borders, migration and development, and regional governance; transport and spatial development; water management, environmental policy and governance, and land policy and location development.

Hotspots of research

The IMR aims to optimize the interaction between multidisciplinary excellence and societal needs. Hotspots of research have been initiated around academic expertise that is most relevant for solving societal problems. In these hotspots, which are developed by a selected team of experts, researchers from different disciplines join forces. The success of this approach is evident from an increasing number of collaborative projects involving such teams and institutional and societal stakeholders. These projects are typically characterized by numerous stakeholders with different goals and ambitions, complex financial arrangements, and high societal relevance.


In this hotspot, researchers investigate and develop interventions related to social innovation in health care. They aim to achieve higher quality and more efficient care by investigating institutional and organizational preconditions for social innovation and initiating change. Institutional collaboration between this group and IQ Healthcare takes the form of a multidisciplinary centre of expertise.

Modelling Urban Decision Making

In this hotspot, researchers analyse negotiation practices, provide life-like simulations of negotiations and support group decision-making through model building. The group focuses on decision-making processes in complex urban settings, including land and property development, urban transformation projects, transit-oriented development, infrastructure and transport services and parking. In these settings, innovative governance and financing solutions are developed and tested in experimental research projects. The aim is to optimize urban and regional decision-making.

EU@RU: Towards Cooperation in the Field of Europeanization Research

In this hotspot researchers analyse the dynamic processes of uploading, downloading and horizontal adaptation of EU politics, policies, and law, with an emphasis on downloading. They integrate expertise from a wide range of theoretical disciplines, notably environment and water, internal market, and migration. Societal stakeholders are political institutions at the local, regional, national and European level.

Gender, Power and Management

In this hotspot, researchers investigate power, diversity, and gender dynamics in national and international politics, business and academia. They aim to use this knowledge to help reduce inequalities in society.
Research facilities
IMR operates the 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. The Visa Skills Lab – an electronic meeting / group decision room set up for studying group processes – allows investigation of policy-making processes. In 2012, the capacity of both Labs was expanded and they were modernized. They are used by various groups of researchers, often in collaboration with other institutes.

The Global Data Lab, developed by Dr Smits, develops innovative instruments for measuring and analysing societal progress, including indicators, specialized databases and web-based tools.

SCAPES developed, together with the Netherlands Environmental Assessment Agency (PBL), a national database with economic, employment and real estate data on industrial estates, which it uses to evaluate industrial policies, processes of deterioration, the effectiveness of regeneration policies and the involvement of the property sector in industrial development.

Collaboration
As part of the institute’s networking ambitions, several partnerships were initiated:

- Dr Helderman, in alliance with IQ Healthcare (Radboud University Nijmegen Medical Centre), obtained a €2.7 million grant from the Dutch Ministry of Healthcare, Welfare and Sports for a 5-year research programme on the long-term financial sustainability of Dutch healthcare. A new interfaculty knowledge and research centre is the result.
- An institutional partnership involving Prof. Benschop, Prof. Van Riel, Prof. Vermeulen, Dr Hillebrand, Dr Helderman and Visser MA with the ParkinsonNet programme at the RijnMC was established to increase the quality of care for Parkinson’s patients.
- Dr Martens concluded a collaboration agreement with the Transportation Research Institute (IMOB) of Hasselt University for developing the innovative parking model PARK AGENT. This is the result of an STW Valorisation Grant, which was awarded to develop a business plan.
- On 1 October the kick-off of the ‘Breng Kenniscentrum voor Mobiliteit en Ruimte’ took place, the result of an agreement between IMR, HAN University of Applied Sciences, The Arnhem-Nijmegen City Region, Hermes Public Transportation (Breng) and travel organization ROCOV Gelderland / City Region. This centre of expertise was established to enhance collaboration relating to urban accessibility in the region, particularly from a public transportation perspective.

Research results
After investing in nine full-time PhD positions in 2011, another ten PhD positions were created in 2012 for research on the institute’s key themes. What’s more, part-time PhD programme enrolments doubled in 2012. The restructuring of the doctoral school, initiated in 2012, is already producing results. In 2012, 21 PhD candidates were admitted to defend their dissertation, a record number.

Selected results:
- Dr Voinea investigated how foreign-owned firms adapt their behaviour as a result of the interventions and actions of non-market actors. She showed that, for example, the media can influence these firms, even when governments have little or no control over their behaviour.
- Dr Mergaert linked the failing attempts of the EU to reduce and eliminate gender inequality in research to the specific organizational structure of the EC. In particular, the high mobility of European Civil Servants hinders the development of an institutional knowledge base.
- Dr van der Linden investigated how businesses create value in multiple dimensions. Recently, researchers become aware that traditional ways of thinking about business ignore this ‘multiple value creation’. Based on a contemporary analysis of value, he proposes an alternative conceptualization of the firm that helps businesses to better organize for simultaneous creation of value in multiple domains.
- Dr Spierings mapped the way women in the Muslim world decide to participate in the labour market, demonstrating that there is no single underlying cultural explanation for these decisions, implying that specific approaches are required to enhance the participation of women in the labour market.
- Dr Belei published ‘The Best of Both Worlds? Effects of Attribute-Induced Goal Conflict on Consumption of Healthy Indulgences’. These findings have broad implications for the food industry and society: consumers consume more when food is labelled as healthy, leading to increased consumption of unhealthy ingredients.
- Prof. Helsoot concluded that the Netherlands could save billions of euros each year by scrapping unnecessary and exaggerated safety rules.
- Prof. De Kam investigated the benefits of service areas for the elderly. Vulnerable people remain active longer and are less dependent when living in these areas, improving their quality of life as well as reducing costs to society. 1500 respondents participated in the study, which was conducted by a team from IMR, HAN University of Applied Sciences, University Medical Center Groningen and Stuurgroep Experimenten Volkshuisvesting (SEV).
- Prof. De Kam revealed that public housing associations save local governments €400 million annually by collaborating with local administrations and using good business models. Furthermore, they earn €5,000-15,000 per house, by developing real estate. Without these practices, 30% less social housing could be provided. The results were published in a report entitled ‘Bouwgrond voor de Volkshuisvesting’.
Conferences
- Dr Bleijenbergh, Dr Rouwette, Dr Korzilius and Dr Größler hosted the Conference 'Responsible Decision-Making in a Complex Society', which was sponsored by ResOrg and the Benelux Chapter of the System Dynamics Society.
- Prof. Brandsen, Dr van Genugten, Dr Helderman, Dr Honingh and Dr Resodihardjo hosted the 8th Transatlantic Dialogue, a joint international conference of the European Group of Public Administration (EGPA) and the American Society for Public Administration (ASPA).
- Prof. Van Riel organized the first Thought Leadership Conference on Service Marketing with over thirty leading researchers and captains of industry from around the globe to develop new insights. Various articles will be published in the Journal of Service Management.
- The Economics Department organized a workshop on 'Ambiguity in the Economy and in Economics' on 5 October.
- The Political Science Department organized an international conference on 'Financialization & the Welfare State' on 14 December.
- The 2012 Von Humboldt Lecture Series featured the theme 'Making Cities Work'. Outstanding international scholars were invited for lectures, master classes and seminars.
- SCAPES organized a conference ‘Europe Matters – European spatial planning, environmental policies and regional development’ on 20 September.
- Dr Delsen (NSM) and Prof. Van den Hoogen (Faculty of Philosophy, Theology and Religious Studies) presented their new book during a multidisciplinary conference on ‘Corporate Social Responsibility in the polder’ (13 June).

Selected grants
- Dr Wiering, Prof. Leroy and Dr Liefferink received an EU 7th Framework Programme grant for their Starflood project.
- Prof. Brandsen and Dr Van Genugten received an EU 7th Framework Programme grant for their three-year research project ‘Learning from Innovation in Public Sector Environments’ (LIPSE), in which ten European universities participate.
- Dr Van Houtum, the local project leader of EUBORDERSCAPES, received an EU 7th Framework Programme grant for a research project on external bordescapes, 2012-2015.
- Prof. Van der Krabben and Dr Martens participate in the international NWO VERDUS-funded GO SPOOR initiative, which brings together researchers in the field of Transit-Oriented Development (TOD). They collaborate with the University of Amsterdam, Delft University of Technology and University of Twente and invited international experts to develop and test innovative TOD concepts.
- Prof. Van der Krabben received a grant from the NWO ‘Sustainable Accessibility of the Randstad’ programme, together with the University of Amsterdam and Delft University of Technology. The research focuses on innovative governance and finance strategies for transit-oriented developments: field developments in relation to existing and new infrastructure.
- Dr Mastenbroek, Prof. Herweijer and Dr Liefferink received a grant from the Dutch Interprovincial Organization for a research project on the position of the Dutch provinces in EU policy-making.
- Prof. Smith, Dr Van der Velde and Prof. Ernste received a grant for two PhD projects within the KNAW-funded SPIN project ‘New Indonesian Frontiers’.
- Dr Swedlund received a Marie Curie Career Integration Grant for the project ‘Donor-Government Relations in Sub-Saharan Africa’.
- Prof. Weitzel, in collaboration with The London School of Economics and Political Science and Utrecht University School of Economics, obtained a grant from the Ministry of Economic Affairs for a project about Foreign Direct Investment (FDI) and entrepreneurship.
Key publications


Dissertations: 14
Academic publications: 275
Professional publications: 169

Awards

- Dr Blazevic won the 2012 Product Development & Management Association (PDMA) Research Competition.
- Prof. Vermeulen received the Carolyn Dexter Award for the Best International Paper from the Academy of Management for ‘A Community Level Theory of Organizational Resistance to Anti-Smoking Regulation’, which was co-authored by Prof. Simons and Dr Knoben.

Societal impact

IMR research often helps valorize findings from other disciplines by investigating their societal consequences, e.g. by explaining the benefits and limitations of using IT to protect society from physical harm (Prof. Helsloot) or the use of advanced social media systems in patient-care provider interactions (L. Visser MA). Relationships between IMR researchers and a range of stakeholders were further intensified and ideas were exchanged with key organizations and individuals.
Since 1 July 2009 Allard van Riel has been Professor of Business Studies at Radboud University Nijmegen, with a special focus on Marketing. Prof. Van Riel studied Philosophy at the University of Amsterdam and received his PhD in Marketing from the University of Maastricht in 2003. Before he moved to Nijmegen he worked at the University of Maastricht and as a professor at the University of Liege. Prof. Van Riel has published articles on marketing strategy and management, innovation in services, innovation management, project management, brand extensions and private labels in the retail sector.

• Prof. Brandsen and Dr Helderman contributed to a Dutch Scientific Council for Government Policy (WRR) report on future developments and strategies at the intersection of health care, housing and pensions research.

• Prof. Helsloot contributed his expertise in crisis management to the societal debate about security and safety. He appeared frequently in the national media.

• Prof. Brandsen presented his project ‘Welfare Innovations at the Local Level’ (WILCO, 2010-2013), to officials of the European Commission.

• Dr Groß gave expert interviews on franchising on national German TV.

• Prof. Van Kranenburg presented a keynote speech on Responsible Organization as part of Sustainability Day on 10 October in the province of Gelderland.

• Prof. R. Van der Heijden presented the keynote speech on the logistics strength of the Netherlands in 2040 at the ‘Logistieke Werkdagen’ as a member of the Dutch Council for the Environment and Infrastructure (RLI).

• Prof. Lauche co-chaired a meeting of 70 executives from the oil & gas industry organized by the Society of Petroleum Engineers in Houston, Texas. Issues such as human factors and process safety for responsible risk governance as well as the prevention of accidents in the aftermath of the Gulf of Mexico oil spill in 2010 were addressed.

• Dr Mastenbroek chaired a session on parliamentary control over EU transposition for the Dutch House of Representatives.

• Dr Rouwette and Prof. Franco (Hull University Business School) reviewed and revised the NATO Code of Best Practice for Judgment-based Operational Analysis in Defence Decision-Making.

• Dr Smits introduced the International Wealth Index, which was developed by the Global Data Lab, at the OECD World Forum on Statistics, Knowledge and Policy in New Delhi.

• Prof. Van Thiel was research coordinator of the parliamentary inquiry by the Dutch Senate into privatization and ‘agencification’ in the Netherlands.

• The Public Administration Department was appointed as an observer at the United Nations Committee of Experts in Public Administration (UNCEPA), advising the UN on government policy and research.

Future research
The IMR focuses on a) further consolidation of research in hotspots, b) further improving the quality of research, as measured in the quality of publications and the acquisition of external funding, and c) further investing in the quality of training and supervision offered by the IMR doctoral school, thus increasing the quality and quantity of dissertations.