

Institute for Management Research



IMR researchers focus on multidisciplinary analysis of complex societal issues in order to 'co-create' solutions and design interventions.

The Institute for Management Research (IMR), the research institute of the Nijmegen School of Management (NSM), brings together researchers from a variety of disciplines: business administration, economics, political science, public administration, human geography and environment studies. They combine their expertise to create knowledge in the service of society by conducting research on the design, development and performance of public and private structures that regulate, govern and manage human interactions.

The IMR's unique multidisciplinary composition makes it possible to investigate complex problems from various theoretical perspectives and on different levels of analysis. The Institute's three major contributions are: 1) providing a better understanding of complex international, societal and organizational challenges; 2) developing adequate solutions to these challenges; and 3) developing and evaluating intervention strategies to implement these solutions.

IMR Academy

A multidisciplinary approach is encouraged through the IMR Academy, which organizes academic workshops, lectures and conferences. The Academy is a powerful platform where science meets society, building a climate of dialogue, debate and exchange for researchers from various disciplines and backgrounds. Important themes such as sustainability, accountability, conflicts, governance and borders inspire the Academy.

Research 'hotspots'

The IMR has identified a limited set of 'hotspots of research'. In these multidisciplinary collaborative efforts academic expertise is bundled that is most relevant when addressing specific societal problems. The two following hotspots have a formal status, while various other hotspots are under construction. These will be formalized in 2014.

Hotspot: Gender and Power in Politics and Management

The aim here is to better understand the dynamics and interactions between power, gender and other forms of diversity in order to help reduce gender inequalities in society. These researchers participate actively in societal debates, develop strategies and measures for

changing societal systems and have a long history of productively comparing and combining disciplinary paradigms and methods. Coordinators: Profs. Benschop and Verloo.

Hotspot: Europeanization of Policy and Law (EUROPAL)

This research cluster revolves around the adaptation of national policies by member states under pressure from the EU, and vice versa. It involves investigating the impact of EU laws and policies on national laws, policies, and policy making ('downloading'), as well as how member states seek to influence laws and policies at the EU level ('uploading'). Coordinator: Dr Mastenbroek.

Other contributions to international academic debates

Entrepreneurial principal investigators and researchers from various disciplines increasingly join forces to generate a growing number of other projects and potential hotspots, among which:

Innovation & Entrepreneurship in Businesses and Regions

IMR researchers from a various disciplines carry out research on sustainable innovation in businesses and regions at an internationally competitive level. For example, researchers from the departments of Business Administration and Geography, Planning and Environment do research on orchestrating and managing sustainable innovation in networks of stakeholders. The group investigates multi-stakeholder interactions.

Participatory Research Methods

IMR researchers contribute to the international academic debate on methodologies for involving multiple stakeholders in analysing complex societal problems. Their expertise resulted in the launch in 2010 of the Erasmus Mundus-financed two-year Masters programme in System Dynamics (in collaboration with the Universities of Bergen, Lisbon and Palermo).

Inequality and Development

An interdisciplinary group investigates inequality and development in low-income countries, making extensive use of the Database Developing World (DDW). Issues tackled include school attendance, child labour, gender inequality in Muslim countries, (reproductive) health and poverty, and water supply. In the Global Data Lab (GDL), instruments, such as indicators, specialized databases and web-based tools are developed for measuring and analyzing societal progress.

International Relations and Borders

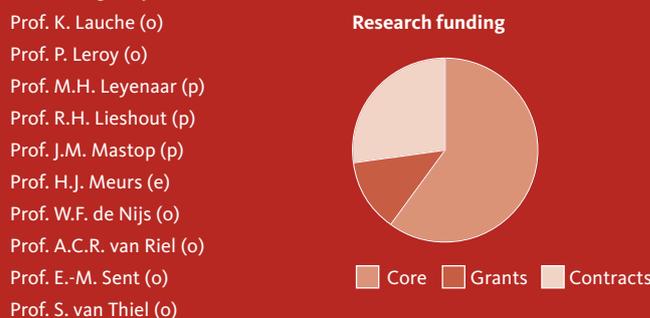
This group combines the expertise of the Centre for International Conflict Analysis and Management (CICAM), the Nijmegen Centre of Border Research (NCBR), and researchers in International Politics and Economics. Together they investigate how local dynamics influence peace missions (in collaboration with the Dutch Defence Academy).

Staff

Prof. P.M. Ache (o)	Prof. J.A.M. Vennix (o)
Prof. Y.W.M. Benschop (o)	Prof. J.A. Verbeek (o)
Prof. J.M.M. Bloemer (o)	Prof. M.M.T. Verloo (p)
Prof. F.W.M. Boekema (o)	Prof. P.A.M. Vermeulen (o)
Prof. R. ten Bos (o)	Prof. D.E.M. Verweij (e)
Prof. T. Brandsen (p)	Prof. E.G.J. Vosselman (o)
Prof. B. Dankbaar (o)	Prof. M.S. de Vries (o)
Prof. A.M.A. van Deemen (p)	Prof. G.U. Weitzel (o)
Prof. J.A.C.M. Doorewaard (o)	Prof. M.L.J. Wissenburg (o)
Prof. S. Dühr (p)	
Prof. H. Ernste (o)	

Prof. B.I.J.M. van der Heijden (o)	Tenured	
Prof. R.E.C.M. van der Heijden (o)	Full Professors	12.2 FTE
Prof. I. Helsloot (e)	Associate Professors	11.6 FTE
Prof. P.H.J. Hendriks (p)	Assistant Professors	22.9 FTE
Prof. M. Herweijer (e)	Researchers	0.8 FTE
Prof. G.-J. Hospers (e)	Lecturers	0.3 FTE

Prof. E. de Jong (o)	Non-tenured	
Prof. J. Jonker (p)	Researchers	8.0
Prof. G.R.W. de Kam (e)	FTElecturers	1.1 FTE
Prof. E. van der Krabben (p)	Doctoral candidates	43.8 FTE
Prof. H.L. van Kranenburg (o)		



Decision Making in Urban Development

Researchers from planning studies investigate property rights, real estate markets, and local tax jurisdictions in order to understand their effects on resource allocation. In collaboration with researchers in decision theory and behavioural economics they use Institutional Theory to study the processes of land and property development and enriched it with experimental approaches to analyzing decision-making processes.

Social Innovation and Health Services

This group focuses on health services. Their aim is to understand the conditions and contexts in which societal innovations likely flourish. Multidisciplinary research takes place across service

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organizations, across cities and regions, across service sectors and across welfare states.

Research facilities

The IMR has two laboratories (Visa Skills Lab and Decision Lab), each equipped with specialized software. These labs facilitate top-level research designed to support the development and improvement of methods. In the Visa Skills Lab, group-based decision-making (e.g. brainstorming sessions, scenario development, priority-setting, voting procedures and collective writing of documents) is investigated. This allows researchers to involve societal stakeholders in exploring problems, developing strategies for intervention and investigating the effectiveness of interventions.

The Decision Lab supports individual and group decision-making research, and facilitates theory testing and model building (e.g. in behavioural economics). The experimental setting reveals variables that often remain hidden in field research. Issues such as behavioural modelling of attitudes to uncertainty, financial decision-making, institution and market design processes, strategic interactions in game-theoretical settings, cooperation and negotiation in land and property development, and strategies for conflict resolution are addressed.

The IMR hosts and participates in the construction of large databases such as the Global Data Lab (GDL), an open infrastructure containing data on over 20 million people in 110 low and middle-income countries. The GDL team compares countries and regions – especially in the Global South – in terms of health, education and labour. Another database focuses on industrial real estate (property, economic value, maintenance levels, etc.). The IMR also coordinates the Global eXperimental Panel (GXP), an innovative collaborative platform for conducting online experiments in various domains of decision-making.

Collaboration

As part of an ambition to further develop networks, several institutional collaborations were initiated:

Prof. Benschop and Dr Van den Brink participate in the European Consortium FP7 Science in Society with the project: ‘Gendering the Academy and Research: Combating Career instability and Asymmetries (GARCIA)’. Partners are: the University of Trento (Italy), Université Catholique de Louvain (Belgium), the University of Iceland, Université de Lausanne (Switzerland), Joanneum Research Forschungsgesellschaft MBH (Austria) and ZRC Center Slovenske Akademije Znanosti (Slovenia).

Dr Bleijenbergh participates in the European Consortium FP7 Science in Society with the project: ‘Effective Gender Equality in Research and Academia (EGERA)’. Partners are: the Autonomous University of Barcelona (Spain), Middle East Technical University (Turkey), the University of Antwerp (Belgium), and the University

of Vechta (Germany). Participating research institutions include CzechGlobe Global Change Research (Czech Republic) and CESIS (Portugal).

Dr Martens received a European COST subsidy for his project ‘Transport Equity Analysis: assessment and integration of equity criteria in transportation planning (TEA)’. Partners are: Technical University of Madrid (Spain), The French Institute of Science and Technology for Transport, Development and Networks, Oxford University (UK) and Technion (Israel).

Together with the University of Vienna (Austria) and Middle East Technical University (Turkey), Prof. Lagendijk (principal applicant), Dr Dormans, Prof. Ernste and Dr Van Melik obtained an NWO Joint Programming Initiative Urban Europe grant for their project ‘Practices and policies for neighbourhood improvement: towards Gentrification 2.0’.

Prof. Lauche and Prof. Van der Krabben received NWO funding for a four-year project on innovation ecosystems in the creative sector (Futura), which was developed with Delft University of Technology and the Royal Institute of Dutch Architects. Eight organizations from the building sector participate in the project.

Prof. Vermeulen and Dr Knobben were granted €4.2 million for their project ‘Coordinated Country Case Studies: Innovation and Growth, Raising Productivity in Low Income Countries’ from the UK Department for International Development (DFID). The consortium includes researchers from Tilburg University, the University of Leiden and Technopolis.

Together with The Netherlands Study Centre for Technology Trends (STT) – part of the Netherlands Royal Institute of Engineers (KIVI) – collaboration was initiated in 2013 around Foresight studies on technological development in complex societal systems.

Research results

Various types of output have been produced:

In 2013, 19 dissertations were defended, a record number. In particular, Dr Webbink’s dissertation generated considerable societal and media attention, and was therefore nominated for the Radboud University Media Prize for young talent. She addressed child labour in the developing world, drawing attention to the high degree of involvement of children in unpaid work in and around the house in Africa and Asia.

- In May 2013, Prof. Freeman (University of Virginia), a visiting professor at IMR, received an honorary doctorate from Radboud University Nijmegen, on behalf of the NSM, for his outstanding contribution to the development and application worldwide of stakeholder theory. He discussed his work with PhD and Masters students in various workshops.



Laura Visser, MSc is a doctoral candidate at IMR. In her research project she tackles issues such as patient empowerment and improving the quality of care in care communities by combining sociological theories with insights from marketing, organization theory and human resource management.

- Scientifically interesting results were published in high-quality journals. Two examples:
 - Dr Bohn reported in the *Journal of International Money and Finance* that fighting corruption might have negative consequences (particularly in developing countries), by increasing the central bank's incentives for conducting inflationary policies, because short-run expansionary effects will no longer be consumed by government expropriation.
 - Dr Van der Kamp-Alons published a paper in the *Journal of Contemporary European Research*, arguing that individual European member states and their preferences are crucial in understanding European external trade policy.

A series of academic conferences, workshops and lecture series were partly or mainly organized by IMR researchers. For example, the Alexander von Humboldt lectures with the theme 'Science in/ and/of Society', and the conferences 'Breaking Male Dominance', 'Borders and Conflicts in an Age of Globalization' and 'Sustainable Employability, Challenges for HRM Innovation'.

Various grants were acquired. For example:

The Netherlands Organisation for Scientific Research (NWO) granted PhD funding to Profs. Verweij (CICAM/ Political Sciences) and Lauche (Business Administration). NWO also granted Research Talent funding for Prof. Van Thiel (Public Administration)'s project 'Contracts, deals and bargains: negotiating by public servants', investigating whether the need for public accountability leads to risk-averse strategies. The project makes use of IMR lab facilities, a novelty in public administration.

Giedo Jansen, MSc, obtained a Veni grant for his project 'Freelancers on politics and polder', used to initiate a study on patterns of political alignments among the self-employed in the Netherlands.

Dr Cavaghan commenced an Intra European (IEF) Marie Curie post-doc project, moving to Nijmegen from the University of Edinburgh. The IEF is worth €176,000 over two years.

Three PhD grants from HAN University of Applied Sciences were used to intensify research collaboration between the IMR (Profs. Van Kranenburg, B. Van der Heijden and Van Riel) and HAN.

Awards

Dr Aalbers received the Richard Beckhard Memorial Prize 2013 from the *MIT Sloan Management Review* for his paper 'Creating Employee Networks That Deliver Open Innovation', which was co-authored by Eoin Whelan (Kemmy Business School of the University of Limerick, Ireland), Salvatore Parise (Babson College in Waltham, Massachusetts) and Jasper de Valk (Industry Manager, Google Netherlands).

At the Academy of Management conference, Dr Knoblen received a best paper award for 'Inconsistency in Performance Feedback and R&D Investment' (together with G. Lucas, MSc and Prof M. Meeus) and Dr Henseler received the prestigious Harold E. Fearon Best Paper Award for 'Who Owns the Customer? Disentangling Customer Loyalty in Indirect Distribution Channels' (co-authored by Prof. A. Eggert and Dr S.Hollmann, University of Paderborn, Germany), which was published in the *Journal of Supply Chain Management* in 2012.

Prof. Vosselman received the Emerald Outstanding Paper Award 2013 for 'Research paradigms, theoretical pluralism and the practical relevance of management accounting knowledge', which was published in *Qualitative Research in Accounting and Management* and co-authored by Prof. Van der Meer-Kooistra (University of Groningen).

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Key publications

Benschop, Y.W.M., Brink, M.C.L. van den, Doorewaard, J.A.C.M. & Leenders, J. (2013). Discourses of ambition, gender and part-time work. *Human Relations*, 66(5), 699-723.

Bourblanc, M., Crabbé, A., Liefferink, J.D. & Wiering, M.A. (2013). The marathon of the hare and the tortoise: implementing the EU Water Framework Directive. *Journal of Environmental Planning and Management*, 56(10), 1449-1467.

Dam, K. van, Meewis, M. & Heijden, B.I.J.M. van der (2013). Securing intensive care: towards a better understanding of intensive care nurses' perceived work pressure and turnover intention. *Journal of Advanced Nursing*, 69(1), 31-40.

Desai, S., Acs, Z. & Weitzel, G.U. (2013). A Model of Destructive Entrepreneurship. Insight for Conflict and Postconflict Recovery. *Journal of Conflict Resolution*, 57(1), 20-40.

Driessen, P.H. & Hillebrand, B. (2013). Integrating Multiple Stakeholder Issues in New Product Development: An Exploration. *Journal of Product Innovation Management*, 30(2), 364-379.

Grössler, A., Timenes Laugen, B., Arkader, R. & Fleury, A. (2013). Differences in outsourcing strategies between firms in emerging and in developed markets. *International Journal of Operations & Production Management*, 33(3), 296-321.

Legendijk, A. & Boertjes, S. (2013). Light Rail: All change please! A post-structural perspective on the global mushrooming of a transport concept. *Planning Theory*, 12(3), 290-310.

Rossella, C. & Verloo, M.M.T. (2013). Parental leave regulations and the persistence of the male breadwinner model: Using fuzzy-set ideal type analysis to assess gender equality in an enlarged Europe. *Journal of European Social Policy*, 22(5), 507-528.

Rouwette, E.A.J.A. & Ghaffarzadegan, N. (2013). The system dynamics case repository project. *System Dynamics Review*, 29, 56-60.

Samsura, D.A.A., Deemen, A.M.A. van, Krabben, E. van der & Heijden, R.E.C.M. van der (2013). Bargaining for value capturing: a game-theoretical analysis and experimental approach. *Environment and Planning B: Planning and Design*, 40(2), 234-253.

Sanders, M. & Weitzel, G.U. (2013). Misallocation of Entrepreneurial Talent in Postconflict Environments. *Journal of Conflict Resolution*, 57, 41-64.

Smits, J.P.J.M. & Huisman, A.H.M. (2013). Determinants of educational participation and gender differences in education in six Arab countries. *Acta Sociologica*, 56(4), 325-346.

Veer, K.J.M. van der & Jong, E. de (2013). IMF-Supported Programmes: Stimulating Capital to Non-defaulting Countries. *The World Economy*, 36(4), 375-395.

Verduyn, K. & Essers, C. (2013). Questioning dominant entrepreneurship assumptions: the case of female ethnic minority entrepreneurs. *Entrepreneurship & Regional Development*, 25(7-8), 612-630.

Verkoren, W.M. & Leeuwen, M. van (2013). Civil Society in Peacebuilding: Global Discourse, Local Reality. *International Peacekeeping*, 20(2), 159-172.

Dissertations:	19
Scientific publications:	263
Professional publications:	132

Societal impact

Relationships between IMR researchers and societal stakeholders were further intensified and ideas were exchanged with key entities.

Prof. Van Thiel was appointed as a member of the Committee to Evaluate Police Law, which was established by the Ministry of Safety and Justice.

The Dutch Central Health Insurance Board (CVZ) commissioned a study by Prof. Van Thiel, Dr Helderman and Dr De Kruijf. This

study focuses on the government's changing position, the tasks and roles of CVZ, and implications for its legitimacy as a quasi non-governmental organization.

Prof. Brandsen was appointed as the new Secretary-General of the European Association for Public Administration Accreditation. The EAPAA accredits degree programmes in public administration, public management and public policy.

Dr Essers spoke at the European Parliament on Entrepreneurial and Professional Challenges for New European Women.

Director: Prof. Allard van Riel

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.



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The Centre for International Conflict Analysis and Management (CICAM) brought various speakers from science, policy and practice to Nijmegen, including former Minister Jan Pronk, to lecture about recent developments in conflict and peace building.

The Temporary Committee on Dutch Housing Corporations consulted Prof. Brandsen, Dr Helderman and Prof De Kam during preparations for the formal parliamentary investigation into Dutch policy on these organizations. These three researchers published a recent report that was commissioned by the Dutch Scientific Council for Government Policy (WRR).

Prof. De Vries was appointed as a member of the Group of Independent Experts on the European Charter of Local Self-Government of the Council of Europe.

Prof. R. Van der Heijden participated in the Advisory Committee on Logistics 2040 of the Council for the Environment and Infrastructure, which published the report 'Dutch Logistics 2040: Designed to Last' commissioned by the Ministry of Infrastructure and Environment in October 2013. He presented the report on behalf of the committee at the Dutch Embassy in Athens to an audience of entrepreneurs engaged in logistics.

Future research

In October 2013, an international committee assessed the IMR. The committee expressed its appreciation for the many positive developments since the previous assessment in 2008. Various suggestions for further development were formulated. IMR

management will translate these suggestions in an update of its research policy and implement them in 2014.

The committee advised continuing the strategy that was implemented since the previous assessment, in order to develop IMR as a multidisciplinary research institute. This implies, for example, clustering research around specific fields of expertise across NSM's disciplines.

Another suggestion was to focus more strongly on talent spotting and encouraging the submission of grant proposals (NWO, ERC, etc). In response, the IMR appointed a second programme development officer, who contributed to the coordinated submission of three Vidi proposals and the preparation of nine Veni proposals in November/December 2013. Moreover, Dr Knobens, who obtained a Veni grant, was appointed to the Department of Economics in January 2013.

The successful initiative of the IMR Doctoral School will be continued by a) increasing the capacity of PhD research by investing in new PhD positions, b) strengthening educational and coaching activities within the school and c) more clearly regulating the position and supervision of external PhD candidates.

Collaborations will be further elaborated and intensified with partners within and outside the University. In view of new projects, the IMR seeks new partnerships with a range of societal and academic organizations.