

Institute for Management Research



IMR researchers perform high-quality, multidisciplinary research on the environment and the economy.

The Institute for Management Research (IMR) is the research institute of the Nijmegen School of Management (NSM). Its members carry out high-quality, multidisciplinary research on the environment, the economy and governance of our society. Researchers in business administration, economics, political science, public administration, geography, planning, and environment studies combine their expertise, theories and methodological approaches to study complex societal issues and develop pertinent solutions. IMR also prepares PhD students for an academic, business or government career, provides post-academic education, and plays a leading role in societal debates in order to carry out its main task: creating knowledge for society.

The core of the IMR is formed by the 'hotspots' – collaborative networks of researchers in different disciplines with a joint interest in a specific research topic. Two overarching structures – the IMR Academy and the Doctoral School – ensure cohesion of the institute and among researchers.

Hotspots

Research at the IMR is concentrated in these multidisciplinary hotspots, where academics bundle their expertise on specific issues and societal problems.

Gender and Power in Politics and Management

The mission of this hotspot is to engage in gender & equality research that is renowned nationally and internationally. It aims to make Nijmegen 'the place to be' for scholars and practitioners who are interested in original, critical and rigorous scholarship and relevant interventions designed to challenge inequalities in politics and management. Coordinators: Profs. Benschop and Verloo.

Europeanisation of Policy and Law (EUROPAL)

The aim of this hotspot is to build knowledge on the process of Europeanisation for public organizations and academics, by combining theoretical and methodological approaches from different disciplines. Researchers analyse EU policies and law, and draw implications for politics, policy-making and public management in various policy sectors, ranging from water to migration. Coordinator: Dr Mastenbroek.

Innovation and Entrepreneurship in Business Ecosystems

The aim of this hotspot is to provide guidelines for a variety of actors who wish to encourage the development of innovative ecosystems and create value in this area for policy makers and others. Researchers do this by investigating when, how and why innovation and entrepreneurship emerge in an ecosystem and how innovation and entrepreneurial activities can best be orchestrated. Coordinator: Dr Hillebrand.

Governance and Innovation in Social Services (GAINS)

The dual focus of this hotspot is on the adoption and governance of innovation in social services as well as in their governance. Its mission is to:

- Be an internationally recognised centre of academic excellence on governance and innovation in social services.
- Help develop and maintain governance infrastructures and methods for continued experimentation, learning and adaptation at various levels and across multiple professional funding and policy regimes. Coordinator: Dr Helderma.

Glocal: Global-Local Divides and Connections

The mission of this hotspot is to advance innovative critical research on global-local divides and connections in the field of borders, conflicts and development. Coordinators: Dr Van Houtum, Dr J. Smits and Dr Verkoren.

Integrated Decision-Making: ID

The idea behind this hotspot was to develop and test theories and methods for complex decision-making that combine individual preferences and intra-organisational behaviour, as well as study the potential impacts of intervention strategies. Such knowledge is needed for example in planning for sustainable urban areas, finding ways of reducing energy consumption, operational risk management in the financial sector and adaptive delta management. Coordinators: Profs. Rouwette and Marchau.

Research facilities

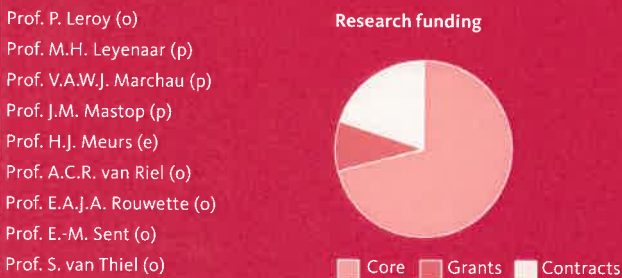
The IMR houses two labs (the Visa Skills and Decision Labs), both of which are equipped with proprietary software. These labs facilitate top-level research using advanced research methods, in particular on decision-making. The labs are increasingly used by external parties.

- In the Visa Skills Lab, group-based decision-making – for example in brainstorming, scenario development, priority-

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. A.M.A. van Deemen (p) | Prof. M.S. de Vries (o) |
| Prof. S. Dühr (p) | Prof. G.U. Weitzel (o) |
| Prof. H. Ernste (o) | Prof. M.L.J. Wissenburg (o) |
| Prof. B.I.J.M. van der Heijden (o) | |
| Prof. R.E.C.M. van der Heijden (o) | |

| | | |
|-------------------------------|----------------------|----------|
| Prof. I. Helsloot (p) | Tenured | |
| Prof. P.H.J. Hendriks (p) | Full Professors | 12.4 FTE |
| Prof. M. Herweijer (e) | Associate Professors | 9.6 FTE |
| Prof. G.-J. Hospers (e) | Assistant Professors | 24.1 FTE |
| Prof. M. van Houdenhoven (e) | Researchers | 0.7 FTE |
| Prof. E. de Jong (o) | Lecturers | 1.7 FTE |
| Prof. J. Jonker (p) | | |
| Prof. J. Knobens (o) | Non-tenured | |
| Prof. E. van der Krabben (p) | Researchers | 12.3 FTE |
| Prof. H.L. van Kranenburg (o) | Lecturers | 1.6 FTE |
| Prof. A. Lagendijk (o) | Doctoral candidates | 48.6 FTE |
| Prof. K. Lauche (o) | | |



(o), (e) and (p) see Glossary

setting, and voting procedures – is studied. This allows researchers to involve multiple stakeholders in exploring problems and developing intervention strategies and to evaluate interventions. For example, researchers in the hotspot ID used the lab for a scenario planning project for the City of Nijmegen.

- The Decision Lab supports research on individual and group decision-making and makes it possible to test theories, for example in behavioural economics. Issues such as financial decision-making, market design, negotiations, and strategies for conflict resolution are addressed.

The IMR hosts several large databases. Significant developments made in 2015 include the following:

- The Global Data Lab (GDL) launched its GDL Area Database,

which provides free downloadable indicators on health, education and labour at the level of sub-national regions, covering 20 million people in 110 Low and Middle Income Countries (LMICs). Coordinator: Dr J. Smits.

- In 2015, a new dataset was created by researchers of the hotspot Innovation in cooperation with Netherlands Enterprise Agency (RVO) and Panteia/EIM on sustainable energy innovations, enabling the study of multi-organisational innovation projects.

Collaboration

Researchers at the Institute collaborate with various national and international colleagues.

- Nationally, there is formal collaborations with all Dutch universities, several Universities of Applied Sciences, notably HAN and AVANS, TNO and the African Studies Centre.
- Internationally, the Institute cooperates with many universities, including Oxford, Copenhagen, Duisburg-Essen, Antwerp, Oslo, European University Institute Florence, Barcelona, Gothenburg, TU Vienna, Linköping, Sciences Po in Paris, Middle East Technical University (METU) near Ankara. Outside Europe: the Universities of Yale, Cornell and Dayton, the University of Ghana and Technion (Israel).

Examples of institutional collaborations:

- Dr Smeets collaborates with researchers at the Universities of Aarhus and Copenhagen on the Building a New Europe (BNE) project, which is financed by the Danish Council for Independent Research (DFF). They analyse negotiations in relation to financial, fiscal, economic and political integration, in the wake of the euro crisis.
- Prof. Verbeek collaborates with the Political Science Department at the University of Bologna, to carry out three joint PhD projects on, among others, conflict and political communication in 2015-2018.
- Prof. Van Riel cooperates with the Institute of Economics and Entrepreneurship at Lobachevsky University (Nizhni Novgorod, Russia). On 8 December 2015 a joint seminar was held on 'Interdisciplinary research on innovation projects' as a platform for starting new projects.

Research results

A selection of results achieved in 2015:

Based on data on household durable products (TVs, fridges, phones, etc.), the quality of houses (building material, number of rooms, etc.) and access to basic services, collected by the Global Data Lab, the International Wealth Index was developed, enabling a powerful estimation of incomes in poor countries. Dr J. Smits published a UNESCO/EFA World Education blog about the use of this index.

Profs. Vermeulen and Knoben have demonstrated the importance of communities in explaining organizational resistance to institutional pressures by researching active resistance by owners of small bars to regulations about smoking. Their findings were

published in the prestigious *Academy of Management Journal* (co-authored with Tal Simons, Tilburg University).

Dr Hillebrand and Dr Driessen found that firms increasingly need partners such as government bodies, NGOs and other companies to create value for customers. Marketing should therefore also target these stakeholders. They developed a theoretical framework for ways in which firms can achieve this. Their findings were published in the *Journal of the Academy of Marketing Science*.

Conferences organised or co-organised by IMR researchers:

International conference on gender

Some 40 researchers from eight European countries attended a conference on gender equality training and gender in curricula. The conference was organised under the flag of two European FP7 projects: EGERA and STAGES.

Conference on experimental finance

This was the 6th Annual Meeting of the Society for Experimental Finance, the leading organization of researchers in experimental finance worldwide. Keynote speakers were Bruno Biais (Toulouse School of Economics) and Nobel Laureate Vernon Smith (Chapman University, USA).

IIAS study group on 'Co-production of Public Services'

The Institute hosted the 3rd International Institute of Administrative Sciences (IIAS) study group on 'Co-production of Public Services'. Co-production refers to the involvement of citizens and public sector professionals in delivering public services.

International Public and Political Leadership conference

The first international conference of the international academic network Public and Political Leadership (PUPOL) was organised. The aim of this network is to help tackle social problems through a focus on the role of leaders and leadership.

Grants received in 2015 included:

- A Marie Curie grant was awarded to Dr Malejacq (CICAM) for his project 'State Fragmentation and Sub-State Actors in a Comparative Perspective: Somalia and Afghanistan'.
- Dr Van der Kamp-Alons received a Marie Curie Fellowship for her research on multilateral and transatlantic trade negotiations such as the Transatlantic Trade and Investment Partnership (TTIP). The fellowship lasts for three years, the first two of which she will spend at Boston University working with Professor Vivien Schmidt.
- Dr Honingh and Prof. Van Thiel were awarded a NRO grant for a one-year literature study into the effects of the quality of school boards in different countries.
- Dr Asya Zhelyazkova (ETH Zürich) received a Radboud Excellence Fellowship, on behalf of the NSM, to conduct research in Nijmegen with EUROPAL researchers.



Sascha Füllbrunn – an Assistant Professor in Economics and Business Economics – published his work on the effect of gender on trading and competition in financial markets in the highly prestigious American Economic Review. Moreover, he co-organised the successful Experimental Finance Conference in Nijmegen, which included a contribution by Nobel Laureate Vernon Smith.

Awards and acknowledgements

Prof. Verloof received the ECPG Gender and Politics Career Achievement Award. This prize is awarded every two years to honour an exceptional career in research, mentoring and service to the profession in the field of gender and politics in Europe.

Prof. Hendriks ranked first on an important list of citation classics in 25 leading journals on knowledge management. By 3 January 2014, his 1999 article 'Why share knowledge? The influence of ICT on the motivation for knowledge sharing' had been cited 953 times.

Prof. Sabel (Professor of Law and Social Science at Columbia Law School) started a Radboud Excellence Professorship, which involved conducting research with GAINS researchers.

Dr Heres was granted the Van Poeljeprijs 2015 for best dissertation in the field of public administration.

Dr Van den Brink became a member of the KNAW Young Academy.

On 7 July 2015, Daan Boezeman was awarded his PhD cum laude. His dissertation 'Transforming Adaptation. Authoritative knowledge for climate change governance' discusses how researchers and policymakers together assemble relevant authoritative knowledge on three climate problems: the second Delta Commission, the adaptation to heat in Dutch cities, and regional water management in Groningen.

Societal impact

IMR researchers organised several training courses for the public sector. For example, GENDER researchers contributed to the RMA course on 'Diversity and Inclusion – the new generation' and Prof. Knoben teaches in the TIAS post-master programme.

Several IMR researchers are members of advisory bodies, including:

- Prof. Leyenaar, The Council for Public Administration
- Prof. Benschop, Police Diversity Council

- Prof. Van der Krabben, Regional Planning Committee for Province of Gelderland
- Prof. Sent, Member Senate of the Netherlands
- Prof. Leroy, Committee member of the Health Council of the Netherlands.

A societal mark of recognition was granted to Dr Aalbers, by winning the ROA Professional Publication Prize for his Dutch article on 'The Adaptive Organization' (co-author: Jasper de Valk).

IMR researchers participated in social media, radio and TV programmes and published various newspaper articles. For example, Dr Van Houtum was interviewed regularly, in particular on the EU's border policy and the current migration debate.

Since November 2015 a team of IMR Political Scientists ('Team Verbeek') have contributed to public debate on US politics via a competition with a VU Amsterdam team on the outcome of the 2016 US elections. Their contributions appear in the daily newspaper De Volkskrant.

IMR researchers regularly cooperate with societal partners. A striking example is the Municipality of Rotterdam, which greatly values the contribution of the REI project team to transferring long-term care from Dutch national government to the municipality (Prof. Sabel and GAINS researchers).

Cooperation with Nijmegen Municipality culminated in an interactive 'Nijmegen City of Knowledge' event, which was attended by over 100 participants. Steps were also taken towards closer collaboration with the Province of Gelderland.

Societal partners include the National Police; UN Women; UN habitat; ABN-Amro; the Council for Health and Society; the Court of Audit; the Ministry of Infrastructure & Environment; the Rand Corporation; the World Bank; the orthopaedic hospital Sint Maartenskliniek; the Association of Provinces of the Netherlands

Key publications

- Bakker, R. M. & Knoben, J. (2015). Built to Last or Meant to End: Intertemporal Choice in Strategic Alliance Portfolios. *Organization Science*, (ISSN 1047-7039), 26 (1), 256-276. doi: 10.1287/orsc.2014.0903
- Beckers, P. J. & Schuur, J. (2015). The future demand for industrial sites in the Netherlands: is employment a good predictor? *Regional Studies*, (ISSN 0034-3404), 49 (9), 1535-1547. doi: 10.1080/00343404.2013.838320
- Berger, L. J., Benschop, Y. W. M. & Brink, M. C. L. van den (2015). Practising Gender When Networking: The Case of University-Industry Innovation Projects. *Gender, Work and Organization*, (ISSN 0968-6673), 22 (6), 556-578. doi: 10.1111/gwao.12104
- Dörrenbächer, N., Mastenbroek, E. & Toshkov, D. (2015). National Parliaments and Transposition of EU Law: A Matter of Coalition Conflict? *Journal of Common Market Studies*, (ISSN 0021-9886), 53 (5), 1010-1026. doi: 10.1111/jcms.12242
- Eckel, C. C. & Füllbrunn, S. C. (2015). Thar SHE Blows? Gender, Competition, and Bubbles in Experimental Asset Markets. *American Economic Review*, (ISSN 0002-8282), 105 (2), 906-920. doi: 10.1257/aer.20130683
- Glumac, B., Han, Q., Schaefer, W. & Krabben, E. van der (2015). Negotiation issues in forming public-private partnerships for brownfield redevelopment: Applying a game theoretical experiment. *Land Use Policy*, (ISSN 0264-8377), 47, 66-77. doi: 10.1016/j.landusepol.2015.03.018
- Helderman, J. K. (2015). The crisis as catalyst for reframing health care policies in the European Union. *Health Economics, Policy and Law*, (ISSN 1744-1331), 10 (1), 45-59. doi: 10.1017/S1744133114000231
- Hillebrand, B., Driessen, P. H. & Koll, O. (2015). Stakeholder marketing: theoretical foundations and required capabilities. *Journal of the Academy of Marketing Science*, (ISSN 0092-0703), 43 (4), 411-428. doi: 10.1007/s11747-015-0424-y
- Manser, K., Hillebrand, B., Driessen, P. H., Ziggers, G. W. & Bloemer, J. M. M. (2015). Activity sets in multi-organizational ecologies: a project-level perspective on sustainable energy innovations. *Technological Forecasting and Social Change*, (ISSN 0040-1625), 90 (B), 444-455. doi: 10.1016/j.techfore.2014.04.010
- Leeuwen, B. R. van (2015). Absorbing the agony of agonism? The limits of cultural questioning and alternative variations of intercultural civility. *Urban Studies*, (ISSN 0042-0980), 52 (4), 793-808. doi: 10.1177/0042098014528548
- Patru, G. D., Lauche, K., Kranenburg, H. L. van & Ziggers, G. W. (2015). Multilateral Boundary Spanners Creating Virtuous Cycles in the Development of Health Care Networks. *Medical Care Research and Review*, (ISSN 1077-5587), 72 (6), 665-686. doi: 10.1177/1077558715590233
- Raaijmakers, A. G. M., Vermeulen, P. A. M., Meeus, M & Zietsma, C. (2015). I Need Time! Exploring Pathways to Compliance under Institutional Complexity. *Academy of Management Journal*, (ISSN 0001-4273), 58 (1), 85-110. doi: 10.5465/amj.2011.0276
- Smeets, S. (2015). Unanimity and exposure in the EU Council of Ministers – or how the Dutch won and lost the ICTY debate. *European Journal of Political Research*, (ISSN 0304-4130), 54 (2), 288-304. doi: 10.1111/1475-6765.12083
- Smits, J. P. J. M. & Steendijk, R. (2015). The International Wealth Index (IWI). *Social Indicators Research*, (ISSN 0303-8300), 122 (1), 65-85. doi: 10.1007/s11205-014-0683-x
- Vugteveen, P., Katwijk, M. M. van, Rouwette, E. A. J. A., Lenders, H. J. R. & Hanssen, L. S. A. M. (2015). Developing an effective adaptive monitoring network to support integrated coastal management in a multiuser nature reserve. *Ecology and Society*, (ISSN 1708-3087), 20 (1), 59. doi: 10.5751/ES-07228-200159

| | |
|----------------------------|-----|
| Dissertations: | 12 |
| Scientific publications: | 229 |
| Professional publications: | 94 |

Director: Sandra van Thiel

Prof. Sandra van Thiel has been Professor of Public Management at the Department of Public Administration since 2012. Her research focuses on semi-autonomous public organizations at different levels of government and in various countries. Sandra van Thiel previously worked at Erasmus University Rotterdam (Public Administration) and Utrecht University (Sociology). She is also a frequent consultant to public sector organizations. She has coordinated a parliamentary inquiry for the Dutch Senate and is currently a member of the evaluation committee on the formation of the national police force. Sandra van Thiel is Editor in Chief of the *International Journal of Public Sector Management*.



Institute for Management Research

Postal address

PO Box 9108
6500 HK Nijmegen
The Netherlands

Visiting address

Thomas van Aquinostraat 5
Nijmegen

T: +31 (0)24 361 59 95
F: +31 (0)24 361 62 20
E: imr@fm.ru.nl
I: www.ru.nl/imr

(IPO); Rijnstate Hospital in Arnhem; the Netherlands Enterprise Agency (RVO); the Confederation of Netherlands Industry and Employers (VNO-NCW); Ocfam Novib; and the Clingendael Institute.

IMR researchers are regularly consulted by public authorities. For instance, Prof. Verloo was invited by the European Parliament to deliver a keynote speech on the wage gap between men and women. Within the scope of the French-Dutch economic year, Prof. Jonker, was invited to speak about Dutch best practice in the field of the circular economy at a conference in the Paris City Hall, which was attended by professionals and council members from the greater Paris area, reflecting on the strategic plan for the City of Paris and the surrounding municipalities.

An example of written communication of interest to the public: Dr Van Melik and Profs. Ernste and Hospers published a well-received edited volume on cities: *Visies op de stad: Van tuindorp tot smart city* (*Visions on the city: from garden village to smart city*).

Future research

A selection of projects that will start in 2016:

- In the autumn of 2015, a Radboud Excellence Fellowship was awarded to Dr Asya Zhelyazkova. Currently Dr Zhelyazkova is working as a post-doctoral researcher at the Center for Comparative and International Studies of the ETH in Zürich. In the summer of 2016, she will join the hotspot EUROPAL to study the delegation of European implementation powers to

national executive institutions, the quality of outcomes, and the quality and transparency of ex-post evaluations. This project, which builds on earlier cooperation, will strengthen the international EUROPAL network.

- The EUROPAL hotspots will also take advantage of networking opportunities presented by the Dutch presidency of the European Union in the first half of 2016 by organizing a conference.
- Dr Beckers will cooperate with colleagues from several governmental and NGO organisations (including UAF and the Central Agency for the Reception of Asylum Seekers (NL)). The team will work on the European Commission (DG HOME) project 'Skills2Work'. This project builds on the results of the DIVERSE project, which ended in 2014 (covering recognition of the skills of migrant workers). The Skills2Work project (Valuing Skills of Beneficiaries of International Protection in the European Union) was established to improve labour market perspectives through job-matching early in the asylum procedure. This project is being conducted in Belgium, Hungary, Ireland, Italy, the Netherlands, Slovak Republic, Slovenia, Spain, and the United Kingdom.
- In 2016, Profs. Meurs and Marchau will start working on the NWO project 'Smart Urban Regions of the Future (SURF) project: Smart Cities' Responsive Intelligent Public Transport Systems (SCRIPTS), which is coordinated by TU Eindhoven and will strengthen collaboration with TU/e and TU Delft, GVB and HAN, among other partners. This project, which builds on a solid track record and cluster of projects on logistics, transport and smart cities research, will include two PhD projects.