



IMR researchers focus on multidisciplinary analysis of complex societal issues.

Institute for Management Research

The Institute for Management Research (IMR) is the research institute of the Nijmegen School of Management (NSM). Its mission is to carry out state-of-the-art research into complex problems of governance and management. The complexity of the problems studied calls for a combination of knowledge and expertise from multiple disciplines, and for collaboration with societally relevant actors.



The IMR hosts researchers from business administration, economics and business economics, geography, planning and environmental sciences, as well as political science and public administration. IMR researchers combine scientific excellence with societal relevance. This is reflected in the institute's motto: creating knowledge for society.

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

Hot Spots

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

Europeanisation of Policy and Law (EUROPAL)

The European Union exerts increasingly strong influence on its member states and beyond. It affects them through legislation, case law, financial incentives and informal norms. They have to comply with EU laws and policies, sometimes to the extent that policy areas become almost completely 'Europeanised'. At the same time, state and non-state actors seek to influence EU decision-making, seizing the opportunities the EU offers to them. The EUROPAL Hot Spot analyses these dynamic and complex processes of Europeanisation. Coordinator: Prof. Mastenbroek.

Governance and Innovation in Social Services (GAINS)

Societal problems such as the self-reliance of multi-problem families, the elderly and other vulnerable groups in society call for new solutions. The challenge is to design social services in such a way that these problems are properly addressed. The researchers at the Hot Spot GAINS focus on co-creation with societal actors. Coordinator: Dr Helderman.

Gender and Power in Politics and Management (GENDER)

Many organisations struggle with issues such as gender equality, diversity and inclusion. Progress towards these goals requires organisational change. Our vision for change is based on tailor-made conceptualisations of gender equality, diversity and inclusion that are grounded in cutting-edge research. The GENDER Hot Spot supports organisations in designing successful policies and practices in these areas. Coordinators: Profs. Benschop and Van der Vleuten.

Global-Local Divides and Connections (GLOCAL)

The GLOCAL Hot Spot brings together a group of scholars engaged in important topics related to the themes of borders, conflict and development. Our scholars work on diverse research topics, from economic migration to state building in post-war contexts to the politics of development and foreign aid. Coordinators: Dr L. Smith, Dr J. Smits and Dr Swedlund.

Innovation and Entrepreneurship in Business Ecosystems

The Innovation and Entrepreneurship Hot Spot aims to provide knowledge for entrepreneurs, firms and policy makers about how innovative ecosystems should be designed, supported and managed in order to create value both for those involved and for society at large. Coordinator: Dr Hillebrand.

Integrated Decision-Making (ID)

The ID Hot Spot focuses on developing and testing theories and methods for studying complex decision-making, using empirical testing with lab and field experiments, surveys and games. These scientific theories and methods help to generate knowledge that supports decisions and to translate this knowledge into effective intervention strategies. Coordinators: Profs. Rouwette and Marchau.

Staff

Prof. P.M. Ache (o)	Prof. A. Lagendijk (o)
Prof. A. Akkerman (p)	Prof. K. Lauche (o)
Prof. Y.W.M. Benschop (o)	Prof. P. Leroy (o)
Prof. J.M.M. Bloemer (o)	Prof. M.H. Leyenaar (p)
Prof. R. ten Bos (o)	Prof. R.E. Maes (e)
Prof. T. Brandsen (p)	Prof. V.A.W.J. Marchau (p)
Prof. A.M.A. van Deemen (p)	Prof. E. Mastenbroek (p)
Prof. S. Dühr (p)	Prof. J.M. Mastop (p)
Prof. H. Ernste (o)	Prof. H.J. Meurs (e)
Prof. B.I.J.M. van der Heijden (o)	Prof. A.C.R. van Riel (o)
Prof. R.E.C.M. van der Heijden (p)	Prof. E.A.J.A. Rouwette (o)
Prof. I. Helsloot (p)	Prof. E.-M. Sent (o)
Prof. P.H.J. Hendriks (p)	Prof. S. van Thiel (o)
Prof. M. Herweijer (e)	Prof. J.A.M. Vennix (o)
Prof. G.-J. Hospers (e)	Prof. J.A. Verbeek (o)
Prof. M. van Houdenhoven (e)	Prof. M.M.T. Verloo (p)
Prof. E. de Jong (o)	Prof. P.A.M. Vermeulen (o)
Prof. J. Jonker (p)	Prof. D.E.M. Verweij (e)
Prof. J. Knobon (o)	Prof. J.M. van der Vleuten (p)
Prof. E. van der Krabben (p)	Prof. E.G.J. Vosselman (o)
Prof. H.L. van Kranenburg (o)	Prof. M.S. de Vries (o)
	Prof. G.U. Weitzel (o)
	Prof. M.L.J. Wissenburg (o)
	Prof. S.M. Zeisberger (o)

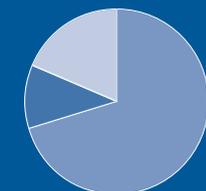
Tenured

Full Professors	12.6 FTE
Associate Professors	9.2 FTE
Assistant Professors	24.9 FTE
Researchers	0.7 FTE
Lecturers	0.7 FTE

Non-tenured

Researchers	10.0 FTE
Lecturers	1.6 FTE
Doctoral candidates	45.5 FTE

Research staff funding



KEY PUBLICATIONS

- Aalbers, H.L., Dolfsma, W.A. & Leenders, R.T.A.J. (2016). Vertical and Horizontal Cross-Ties: Benefits of Cross-Hierarchy and Cross-Unit Ties for Innovative Projects. *Journal of Product Innovation Management*, 33(2), 141-153.
- Brandsen, T. & Honingh, M.E. (2016). Distinguishing Different Types of Coproduction: A Conceptual Analysis Based on the Classical Definitions. *Public Administration Review*, 76(3), 427-435.
- Buren, N. van, Demmers, M., Heijden, R.E.C.M. van der & Witlox, F. (2016). Towards a Circular Economy: The Role of Dutch Logistics Industries and Governments. *Sustainability*, 8(7), 647-647.
- Eimer, T.R., Lütz, S. & Schüren, V. (2016). Varieties of localization: international norms and the commodification of knowledge in India and Brazil. *Review of International Political Economy*, 23(3), 450-479.
- Giesbers, A.P.M., Schouteten, R.L.J., Poutsma, Erik, Heijden, B.I.J.M. van der & Achterberg, T. van (2016). Nurses' perceptions of feedback to nursing teams on quality measurements: An embedded case study design. *International Journal of Nursing Studies*, 64, 120-129.
- Justin, P.H. & Leeuwen, M. van (2016). The politics of displacement-related land conflict in Yei River County, South Sudan. *Journal of Modern African Studies*, 54(3), 419-442.
- Keessen, A, Vink, M.J., Wiering, M.A., Boezeman, D.F., Ernst, W., Mees, H., Broekhoven, S. van & Eerd, M.C.J. van (2016). Solidarity in water management. *Ecology and Society*, 21(4), 1-10.
- Keijl, S., Gilsing, V., Knobens, J. & Duysters, G. (2016). The two faces of inventions: The relationship between recombination and impact in pharmaceutical biotechnology. *Research Policy*, 45(5), 1061-1074.
- Kubera, B., Klement, J., Wagner, C., Rädels, C., Eggeling, J., Füllbrunn, S.C., Kaczmarek, M., Levinsky, R. & Peters, A. (2016). Differences in fairness and trust between lean and corpulent men. *International Journal of Obesity and Related Metabolic Disorders*, 40(11), 1802-1808.
- Malejacq, R.A.A. & Mukhopadhyay, D. (2016). The 'Tribal Politics' of Field Research: A Reflection on Power and Partiality in 21st-Century Warzones. *Perspectives on Politics*, 14(4), 1011-1028.
- Mastenbroek, E., Voorst, S. van & Meuwese, A. (2016). Closing the regulatory cycle? A meta evaluation of ex-post legislative evaluations by the European Commission. *Journal of European Public Policy*, 23(9), 1329-1348.
- Mees, H., Crabbé, A., Alexander, M., Kaufmann, M., Bruzzone, S., Lévy, L. & Lewandowski, J. (2016). Coproducing flood risk management through citizen involvement: insights from cross-country comparison in Europe. *Ecology and Society*, 21(3).
- Qiu, J. & Weitzel, G.U. (2016). Experimental Evidence on Valuation with Multiple Priors. *Journal of Risk and Uncertainty*, 53(1), 1-20.
- Riccobono, F., Bruccoleri, M. & Größler, A. (2016). Groupthink and Project Performance: The Influence of Personal Traits and Interpersonal Ties. *Production and Operations Management*, 25(4), 609-629.
- Simons, T., Vermeulen, P.A.M. & Knobens, J. (2016). There's No Beer without a Smoke: Community Cohesion and Neighboring Communities' Effects on Organizational Resistance to Antismoking Regulations in the Dutch Hospitality Industry. *Academy of Management Journal*, 59(2), 545-578.

Dissertations	17
Scientific publications	229
Professional publications	132

Research facilities

The IMR houses two labs (the Visa Skills and Decision Labs). These labs facilitate top-level research using advanced research methods, in particular research 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-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 working on the ID Hot Spot used the lab for a modelling project in cooperation with the municipality 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 in 2016 include:

- The Global Data Lab (GDL) launched the 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. Researchers at the GLOCAL Hot Spot created an extension of the GDL Area Database with new indicators and countries/years.
- In 2016, three datasets were created by researchers at the EUROPAL Hot Spot: the Ukraine referendum dataset (Dr K. Jacobs), which was commissioned by the Dutch Foundation for Electoral Research; Europeanisation of the Dutch civil service in cooperation with the Universities of Utrecht and Leiden (Prof. Mastenbroek); and a data set on state aid notification procedure (Dr Zwaan).



- Researchers at the GENDER Hot Spot developed and continued to use datasets resulting from the European projects MAGEEQ, QUING, STAGES, EGERA and GARCIA. These quantitative and qualitative datasets, which enable theory-driven comparative research, will be used to generate new, interdisciplinary theories.
- The researchers at the GLOCAL Hot Spot developed two datasets: a qualitative data set for 'Enhancing Local Peace Committees' and a database on Regional Trade Organisations in the world.

Collaboration

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

- Nationally, there are formal collaborations with all Dutch universities, several Universities of Applied Sciences notably HAN and AVANS, as well as the national research institutions TNO and Deltares.
- Internationally, the Institute cooperates with many universities, including Oxford, Zürich, ETH Zürich, Innsbruck, Copenhagen, Antwerp, Hasselt, Brussels, Bologna, Loughborough, the Swedish National Defence University as well as research institutes e.g. the Fraunhofer Institute and the Scalabrini International Migration Institute.
- Outside Europe there is collaboration with the

Universities of Dayton, Victoria, Phnom Penh, Carleton, Yunnan, Ghana, Gadjah Mada, Ciudad Juárez, Witwatersrand and Sri Lanka.

Examples of institutional collaborations:

- Dr M. Van Leeuwen collaborates with the Ministry for Peace and Reconciliation under the Cross (Mi-PAREC) of Burundi on the Local Peace Committees project, which is financed by the NWO Applied Research Fund for Security & Rule of Law. This project involves facilitating stakeholder debate on the strategic choices involved in transitional justice in Burundi and DR Congo.
- Dr P. Beckers and José Muller MSc. cooperate with the International Organization for Migration (IOM), Društvo Odnos, Slovenia, Leone Moressa Foundation, Italy, Menedék, Hungary, African Young Professional Network, the Netherlands and Foundation for Refugee Students UAF on the project The Skills2Work. The aim of the project is to create better conditions for the early and successful labour market integration of the beneficiaries of international protection. This work is funded by the EU Asylum, Migration and Integration Fund (AMIF).

Research results

A selection of results achieved in 2016:

- Dr Carton and Dr Samsura are developing a so-called

Carbon Game. In this video board game (on the map table), players have to reduce their greenhouse gas emissions in order to minimise global warming to less than two degrees. But every reduction has consequences for the player's economy and no player can reach the two-degree objective without the help of others. All eight players need to negotiate and work together to find a strategy they can agree on. This game demonstrates the complex challenges and compromises facing the climate negotiators during the Paris Agreements.

- The outcome of the Ukraine referendum held in the Netherlands was not affected by a massive protest vote. The motives for voting for or against were connected to concerns about corruption in that country and some voters wished to support the Ukrainian population. Social dissatisfaction only seems to have played a limited direct role in the final decision. These are some of the results of a study by Dr Jacobs (National Referendum Investigation 2016), on behalf of the Dutch Electoral Research Foundation (SKON). A survey was held among 2000 citizens.
- Prof. Knoben launched an ongoing study on the economy in the Arnhem-Nijmegen region. He presented the results of the first Kwartaalbarometer ('Quarterly Economic Barometer') during the Economic Board's opening event. The Economic Board is a collaborative venture involving the Dutch government, universities and industrial partners in the region Arnhem – Nijmegen – Wageningen.

A selection of conferences organised or co-organised by IMR researchers:

Corporate Responsibility Conference

In this annual conference, interactive workshops allowed students, PhDs, alumni and other interested parties to engage in discussions with representatives of the international business community and NGOs as well



Dr Roos Pijpers (Assistant Professor of Social Geography) obtained an NWO Vidi grant to study the consequences of the decentralisation of elderly care for responsiveness to the care needs of migrant elderly and LGBT elderly people. This research is among the first to explicitly focus on spatial justice issues in the area of the diversity of ageing experiences and care needs.



as representatives of ING, Annonna Advisors, Shell, Transparency International and Unilever.

ECPR Research Sessions

The Department of Public Administration and Political Science hosted the European Consortium for Political Research's Research Sessions. The conference included small-scale workshops that gave researchers the opportunity to collaborate on research projects that will ultimately result in joint publications.

CICAM 50th Anniversary 1966-2016

The 50th anniversary of the Centre for International Conflict – Analysis & Management (CICAM) was celebrated with the conference 'Images of the Enemy in the 21st Century.'

Examples of grants achieved in 2016:

- Dr Pijpers successfully obtained an NWO Vidi grant to study the consequences of the decentralisation of elderly care for responsiveness to the care needs of migrant elderly and LGBT elderly people. This research is among the first to explicitly focus on spatial justice issues in the area of the diversity of ageing experiences and care needs.
- Prof. Akkerman decided to carry out her NOW Vici project 'A dissatisfied employee, a dissatisfied citizen?' at NSM. The aim of the project is to reveal how the expression of dissatisfaction by employees is suppressed and what consequences this has for the behaviour of employees.
- Together with a consortium of academic and societal partners, Dr Meijerink has obtained funding for the 'All Risk: Implementation of new risk standards in the flood protection' programme. The programme, which was led by Prof. M. Kok of Delft University of Technology, studies ways to predict and prevent the risk of flooding. The funding was granted by the technology foundation STW.

Awards and acknowledgements

Prof. Jonker has been appointed chair of the Sustainable Business Models programme. The aim of this programme is to generate new knowledge and to develop new methods for accelerating the transition to sustainable business models in the Netherlands. It is a joint initiative of business association De Groene Zaak, the scientific network Het Groene Brein and NWO.

Prof. B. van der Heijden was re-elected as a member of the Advisory Group for the Marie Skłodowska-Curie actions. The mission of this group is to provide consistent, consolidated advice to the Commission services regarding Marie Skłodowska-Curie actions on skills, training and career development. Prof. Van der Heijden has been elected as Vice-chair for the second time.

The Scientific Board of the Masaryk University in Brno, Czech Republic has decided to confer the honorary degree of Doctor Honoris Causa to Prof. De Vries for his international work on behalf of the development of Public Administration in general and his contribution to the development of the Masaryk University in particular.

On 18 February 2016, Alex Lehr was awarded his PhD *cum laude*. In his thesis 'Spillovers and conflict in collective bargaining' he used survey data and bargaining experiments in order to test economic and sociological theories about the impact of information about other negotiations on conflicts in collective bargaining.

Dr Heukelom has been awarded the Young Researcher Award of the European Society for the History of Economic Thought (ESHET). This award recognises scholarly achievements of historians of economic thought at an early stage in their career. The prize is awarded to scholars below the age of 40 in recognition of outstanding publications in the history of economic thought.



Director Professor 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.

Societal impact

IMR researchers are creating societal impact in various ways. They cooperate with societal partners in a number of projects and events. A striking example is 'NatuurCollege on Tour', which was organised by the Department of Geography, Planning and Environment in cooperation with NatuurCollege. On 13 December, Princess Irene van Lippe-Biesterfeld spoke about 'Sustainability from within'. Societal partners with which projects are conducted include: the Council for Health and Society; the Court of Audit; the Municipalities of Nijmegen, Oss and Rotterdam; the Dutch Inspectorate of Education; the Dutch Ministry of Public Health, Welfare and Sports; the National Police; UN-Women; the Council of Europe; the European Parliament; Rabobank; Parkinson-Net; Kiesraad; the Netherlands Study Centre for Technology Trends (STT); Het Groene Brein; Rijnstate Hospital Arnhem; the Confederation of Netherlands Industry and Employers (VNO-NCW); the Dutch Ministry of the Interior and Kingdom Relations; Euregio Rijn-Waal; the Knowledge Platform Security and Rule of Law; UN-Habitat Congo; the Gapminder Foundation; and the Overseas Development Institute.

Besides cooperation on research projects, several IMR researchers contribute to training courses for the public sector: for example, GENDER researchers contributed to the RMA Masterclass on Diversity and Inclusion and GAINS researchers contributed to the RMA post-Masters course on Strategy and innovation in cure and care. Several IMR researchers are also member of societal advisory bodies, notably:

- Prof. Leyenaar, The Council for Public Administration
- Prof. Sent, Member of the Senate of the Netherlands
- Prof. Leroy, Committee member of the Health Council of the Netherlands.

These and other IMR researchers are regularly consulted by public authorities. For instance, on 20 July 2016 the Health Council of the Netherlands published the report 'Considering health in environmental policy'. The Council has advised State Secretary Sharon Dijksma to tighten the standards in the Environment and Planning Act as a way of reducing the disease burden caused by environmental factors. Early in November, the Ministry of Public Health, Welfare and Sports sent the conclusions of the evaluation of the National Prevention Programme 'Alles is Gezondheid' (conducted by Dr Bekker and Dr Helderma, together with Maastricht University) to the Dutch Parliament, successfully arguing for extension of the programme.

IMR researchers also appear regularly in social media, radio and TV and newspapers. For instance:

- Prof. Sent presented five lectures on behavioural economics for the University of the Netherlands (available online).
- Prof. Verbeek commented on the results of the Italian referendum (December 7, radio BNR Nieuws).
- On 7 May, Dr M. van Leeuwen was interviewed by the TV show Nieuwsuur about the explosive situation in Burundi.
- Dr Van Houtum published opinion articles in the Volkskrant and NRC newspapers, and several columns in the Gelderlander, in particular on the EU's border policy and the current migration debate.

A societal mark of recognition was granted to Prof. Jonker, who on Tuesday 6 September, a.k.a. Sustainable Tuesday, received a *Duurzaam Lintje* ('sustainable ribbon') from Princess Laurentien. This is the only decoration for sustainability worldwide.

Future research

Two examples of a project that is due to start in 2017:

- The Sterk Bestuur ('strong government') programme of the Province of Gelderland has commissioned Dr Van Genugten to examine intermunicipal collaboration. This study is part of an intensive partnership between the Province and Radboud University, with a focus on knowledge exchange.
- The Good Market, How It Does and Doesn't Work: 'Macro-Virtues' (Templeton Foundation) This project involves exploring trends in values related to free markets by analysing dominant discourses in economic thinking. Three groups of countries are compared: Northern European countries, including Germany, the Netherlands and Denmark; Anglo-Saxon countries, including Great Britain and the United States; and Latin European countries, including France, Spain, and Italy. It is conducted by Prof. De Jong and Dr Heukelom. ◀