

Institute for Management Research



If you want to go fast, go alone – if you want to go further, go together (traditional saying).

The Institute for Management Research (IMR), the research institute of the Nijmegen School of Management (NSM), brings together researchers in business administration, economics, political science, public administration, human geography and environment studies. They combine their expertise to develop innovative theoretical and methodological approaches to investigating, designing, intervening in, and measuring the performance of public and private structures that regulate, govern and manage human interactions.

The IMR's multidisciplinary composition makes it possible to investigate complex problems in innovative ways, by combining different theoretical perspectives and levels of analysis. The Institute's major contributions are: 1) developing innovative concepts and methods that help understand complex international, societal and organizational challenges; 2) developing potential approaches to deal with these challenges; and 3) developing and evaluating intervention methodologies.

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.

Multidisciplinary Research Groups

Research in the IMR is concentrated in multidisciplinary research groups. In these collaborative efforts academic expertise is bundled that is most relevant when investigating specific problem areas in society.

Gender and Power in Politics and Management

This group focuses on the dynamics and interactions between power, gender and other dimensions of diversity, with the aim of reducing inequalities in society. The group participates actively in societal debates, develops strategies and measures for changing societal systems and has a long history of productively comparing and combining disciplinary paradigms and methods. Coordinators: Profs. Benschop and Verloo.

Europeanization of Policy and Law (EUROPAL)

This group focuses on the way national policies are adapted by member states under pressure from the EU, and vice versa, investigating how EU laws and policies affect national laws, policies, and policy making ('downloading'), and how member states seek to influence laws and policies at the EU level ('uploading'). Coordinator: Dr Mastenbroek.

Innovation and Entrepreneurship in Business Ecosystems

This group focuses on innovation and entrepreneurship as well as the related social, institutional, economic and geographical contexts. It combines expertise from several disciplinary backgrounds to study the design and governance of innovative ecosystems that simultaneously create value for those involved and society as a whole. Coordinator: Dr Hillebrand.

Governance and Innovation in Social Services (GAINS)

The needs of a variety of groups such as citizens, workers and customers for social support are at the core of the welfare state and social services. When these needs change and when they are no longer met by existing services new insights are needed. This group investigates how innovations in social services respond to (new) societal demands and new social risks that are traditionally not addressed by the market or existing institutions and how they are directed towards vulnerable groups in society. Coordinator: Dr Helderman.

Two groups are in the process of applying for formal recognition:
Glocal: Global-Local Divides and Connections

This group structurally combines expertise in the fields of borders, inequality, conflict, growth, development and globalization, with the aim of advancing research in global-local divides and connections. It comprises the Nijmegen Centre for Border Research (NCBR), Centre for International Conflict Analysis and Management (CICAM), and Global Data lab (GDL). Coordinators: Dr Verkoren, Dr Van Houtum and Dr J. Smits.

Responsible Decision-making (RED)

This group focuses on decision-making in decentralized structures. Uncertainty about the consequences of decentralization requires a methodologically strong interdisciplinary research group that can support decision-makers in both the public and the private sector. Coordinator: Dr Rouwette.

Research facilities

The IMR operates two laboratories (Visa Skills Lab and Decision Lab), each of which are equipped with specialized software. These labs facilitate top-level research that is 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

Staff

Prof. P.M. Ache (o) Prof. P.A.M. Vermeulen (o)
Prof. Y.W.M. Benschop (o) Prof. D.E.M. Verweij (e)
Prof. J.M.M. Bloemer (o) Prof. E.G.J. Vosselman (o)
Prof. F.W.M. Boekema (o) Prof. M.S. de Vries (o)
Prof. R. ten Bos (o) Prof. G.U. Weitzel (o)
Prof. T. Brandsen (p) Prof. M.L.J. Wissenburg (o)

Prof. A.M.A. van Deemen (p)

Prof. S. Dühr (p)

Prof. H. Ernste (o)

Prof. B.I.J.M. van der Heijden (o)

Prof. R.E.C.M. van der Heijden (o)

Prof. I. Helsloot (e)

Prof. P.H.J. Hendriks (p)

Prof. M. Herweijer (e)

Prof. G.-J. Hospers (e)

Prof. E. de Jong (o)

Prof. J. Jonker (p)

Prof. E. van der Krabben (p)

Prof. H.L. van Kranenburg (o)

Prof. A. Lagendijk (o)

Prof. K. Lauche (o)

Prof. P. Leroy (o)

Prof. M.H. Leyenaar (p)

Prof. R.H. Lieshout (p)

Prof. V.A.W.J. Marchau (p)

Prof. J.M. Mastop (p)

Prof. H.J. Meurs (e)

Prof. A.C.R. van Riel (o)

Prof. E.-M. Sent (o)

Prof. S. van Thiel (o)

Prof. J.A.M. Vennix (o)

Prof. J.A. Verbeek (o)

Prof. M.M.T. Verloo (p)

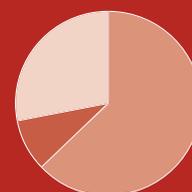
Tenured

Full Professors	11.9 FTE
Associate Professors	11.1 FTE
Assistant Professors	22.4 FTE
Researchers	0.7 FTE
Lecturers	0.4 FTE

Non-tenured

Researchers	11.8 FTE
Lecturers	0.7 FTE
Doctoral candidates	46.9 FTE

Research funding



■ Core ■ Grants ■ Contracts

procedures and collective writing of documents) is investigated. This allows researchers to involve a range of stakeholders in exploring problems, developing strategies for intervention and investigating the effectiveness of interventions.

The Decision Lab supports research on individual and group decision-making and makes it possible to test theories and build models (e.g. in behavioural economics). 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.

Institute for Management Research

The IMR hosts several large databases. The Global Data Lab (GDL) contains data on over 20 million people in 110 low and middle-income countries and thus makes it possible to compare countries and regions – especially in the Global South – in terms of health, education and labour. Another database focuses on industrial real estate (e.g. property, economic value, maintenance levels). The IMR also coordinates the Global eXperimental Panel (GXP), an innovative collaborative platform for conducting online experiments in various domains of decision-making.

Collaboration

Several new institutional collaborations started in 2014:

The IMR participates in the FP7-funded project ‘Third Sector Impact’ with Prof. Brandsen leading the Dutch team. The consortium consists of research institutes and networks from eleven European countries, led by the Norwegian Institute for Social Research.

Dr Mastebroek and Prof. Van Thiel obtained an NWO (Netherlands Organisation for Scientific Research) Research Talent grant for a project in collaboration with Tilburg University: ‘Closing the regulatory cycle? Ex-post legislative evaluation in the European Union’.

Leading an international consortium, Dr M. Van Leeuwen and Dr L. De Vries received NWO/WOTRO funding for the project ‘Enhancing justice through land governance reform in DRC & South Sudan’. Consortium partners are The Hague Academy for Local Governance, Norwegian People’s Aid (Norway), the United Nations Human Settlements Programme (DRC) and Wageningen University.

Dr Hillebrand and Dr Driessen received an NWO grant from the Sustainable Business Models programme for their project ‘Sustainable innovations and their societal impact’, which will be conducted together with TIAS, Tendris, and thinktank ‘Het Groene Brein’.

Prof. Ruwaard (Maastricht University), Dr Helderma and Dr Bekker obtained a two-year ZonMw grant for their project ‘Health by governance, consolidation and accountability in the NPP-EiH’ to evaluate the National Prevention Programme ‘Everything is Health’.

In the project ‘Simcity ValueCap’, Profs. Van der Krabben and Weitzel make policy makers with various nationalities play serious games, providing insight into the value of negotiation tools used in spatial planning. Participants include policy makers from municipalities, project developers and consultancy firms. NWO and Belgian, British, and Norwegian equivalents fund the project as part of the European Joint Programme Initiative (JPI) Urban Europe.

Prof. Hospers collaborates with Linköping University (Sweden) in the project ‘Strategies for shrinking municipalities?’ studying shrinkage regions in Sweden and the Netherlands. FORMAS, the Swedish Research Council, funds the study.

Dr Größler and colleagues obtained a Horizon 2020 grant for their project ‘Global systems Rapid Assessment tools through Constraint Functional Languages’ (GRACeFUL) to design a formal computer language for policy makers. IMR researchers combine their Group Model Building expertise with that of computer science experts from other European institutions.

Dr Wiering received an NWO grant for the European Joint Programming Initiative on Climate project ‘Mobilizing grassroots capacities for sustainable energy transitions: path improvement or path change? (MobGIs)’. Transformation of energy systems is difficult to achieve since it has technical, but also social and economic dimensions. Partners: Aalborg University, Denmark and Linköping University, Sweden.

Prof. Benschop and Dr Van den Brink obtained two European grants to investigate barriers and success factors in the careers of young academics. Dr Bleijenbergh received a grant for research on gender equality training for managers in academia.

Research results

Prof. Sabel (Professor of Law and Social Science at Columbia Law School) received an honorary Excellence Professorship from Radboud University, on behalf of the NSM, to conduct his outstanding research in Nijmegen.

Various types of output were produced:

Dr Van den Brink and Prof. Benschop published ‘Gender in academic networking: the role of gatekeepers in professorial recruitment’ in the prestigious *Journal of Management Studies*, proposing an innovative theoretical framework for understanding how gendered networking practices produce or counter gender inequalities.

Dr Van der Vleuten, Dr Van Eerdewijk and Dr Roggeband published ‘Gender Equality Norms in Regional Governance. Transnational Dynamics in Europe, South America and Southern Africa’. This book investigates the diffusion of gender-equality norms in and between the EU, South America and Southern Africa.

Dr Van Houtum published a front-page article in the *Washington Times*: ‘Desperate trips to Europe turn deadly for immigrants’. As conflicts worsen in the Middle East and North Africa, immigrants from these regions increasingly embark for Europe in search of a better life. The article argues that the flow of migrants impacts the relationships between struggling countries in the South,



Dr Marieke van den Brink – an Associate Professor of Strategic Personnel Management – was elected as a member of the Young Academy of the Royal Netherlands Academy of Arts and Sciences. The Young Academy is a platform of young talented academics from various disciplines. It organizes activities on inter-disciplinary research, science policy and science and society.

where migrants live, and prosperous countries in the North, where migrants are heading.

Dr Helderman, Dr De Kruijf, Prof. Van Thiel and J. Verheij analysed the National Health Care Institute, an independent public body in Dutch health care. The resulting book, which was presented during the inaugural conference of the National Health Care Institute, provides unique insights into the development of a core institute of Dutch health care, and sheds light on the historical institutional evolution and political-administrative logics of Dutch health care.

Dr Groß featured in a documentary on German TV channel Das Erste, 'Die Story im Ersten', using the Tupperware system to demonstrate how direct sales and franchise companies work. She argues that companies like Tupperware recruit franchisees by making big and unrealistic promises.

Dr Knoben published 'Built to last or meant to end: Inter-temporal choice in strategic alliance portfolios' with Rene Bakker (Queensland University of Technology) in the prestigious journal *Organization Science*. The authors discuss how inter-firm relationships can be established for finite periods of time. By analysing longitudinal data on the inter-temporal alliance choices made by SMEs, they show the importance of separating planned terminations from duration-based performance measures.

Dr Füllbrunn and Catherine Eckel (Texas A&M) published 'Thar 'SHE' Blows? Gender, Competition, and Bubbles in Experimental Asset Markets' in the prestigious *American Economic Review*. Inspired by a *New York Times* article claiming that 'with more women on the trading floor, risk-taking would be a saner business', they used Smith, Suchanek, and Williams' (1988) asset market design to experimentally test whether gender composition plays a role in price bubble formation. The results, which were supported by a meta-analysis of 35 markets, indicate that increasing the proportion of women does indeed reduce price bubble formation.

Aafke Raaijmakers, MSc and Prof. Vermeulen published 'I need time! Exploring pathways to compliance under institutional complexity', co-authored by Prof. Meeus (Tilburg University) and Dr Zietsma (York University) in the prestigious *Academy of Management Journal*. They examined when and how organizations respond to coercive institutional demands from a powerful constituent when other important constituents do not accept the demand as legitimate, using a novel experimental design.

Prof. Verloo, Dr Van der Haar and Van Huis MSc conducted two studies for the European Commission's Organization of Exchange of Good Practices on Gender Equality Programme. One study investigated the role of men in gender equality in the Netherlands, the second gender impact assessment.

Various academic conferences, workshops and lecture series were partly or mainly organized by IMR researchers. These included a symposium on the Practices of Intersectionality, a Corporate Responsibility Conference and several Alexander von Humboldt lectures on Spatial Justice.

Below are details of two grants that were awarded in 2014.

Dr Akkerman and Dr P. Peters received an NWO grant for the project 'Labour conflict goes underground? Effects of work flexibilisation on the diffusion and articulation of labor conflict', studying how flexible workers voice their discontent about working conditions.

Dr Carton's project 'Smart Emission' obtained funding from Technology Foundation STW to collect data on air pollution in and around Nijmegen. It determines geo-infrastructures for processing and analysing data in multiple scenarios, resulting in long-term planning and short-term traffic management.

Institute for Management Research

Key publications

Aalbers, H.L., Dolfsma, W. & Koppius, O. (2014). Rich Ties and Innovative Knowledge Transfer within a Firm. *British Journal of Management*, 25(4), 833-848. 10.1111/1467-8551.12040.

Blazevic, V., Wiertz, C., Cotte, J., Ruyter, K. de & Keeling, D.I. (2014). GOSIP in Cyberspace: Conceptualization and Scale Development for General Online Social Interaction Propensity. *Journal of Interactive Marketing*, 28(2), 87-100. 10.1016/j.intmar.2013.09.003.

Brink, M.A. van den, Meijerink, S.V., Termeer, C. & Gupta, J. (2014). Climate-proof planning for flood-prone areas: assessing the adaptive capacity of planning institutions in the Netherlands. *Regional Environmental Change*, 14(3), 981-995. 10.1007/s10113-012-0401-7.

Brink, M.C.L. van den & Benschop, Y.W.M. (2014). Gender in Academic Networking: The Role of Gatekeepers in Professorial Recruitment. *Journal of Management Studies*, 51(3), 460-492. 10.1111/joms.12060.

Dijk, O., Holmen, M. & Kirchler, M. (2014). Rank matters—The impact of social competition on portfolio choice. *European Economic Review*, 66, 97-110. 10.1016/j.euroecorev.2013.11.010.

Frank, A.I., Mironowicz, I., Lourenço, J.M., Franchini, T., Ache, P.M., Finka, M., Scholl, B. & Grams, A. (2014). Educating planners in Europe: A review of 21st century study programmes. *Progress in Planning*, 91, 30-94. 10.1016/j.progress.2013.05.001.

Golub, A. & Martens, C.J.C.M. (2014). Using principles of justice to assess the modal equity of regional transportation plans. *Journal of Transport Geography*, 41, 10-20. 10.1016/j.jtrangeo.2014.07.014.

Hegger, D., Driessen, P., Dieperink, C., Wiering, M.A., Raadgever, G.T. & Rijswijk, H.F. van (2014). Assessing Stability and Dynamics in Flood Risk Governance. *Water Resources Management*, 28(12), 4127-4142. 10.1007/s11269-014-0732-x.

Hulse, M.E. (2014). Actorness Beyond the European Union: Comparing the International Trade Actorness of SADC and ECOWAS. *Journal of Common Market Studies*, 52(3), 547-565. 10.1111/jcms.12111.

Hurk, M. van den, Mastenbroek, E. & Meijerink, S.V. (2014). Water safety and spatial development: An institutional comparison between the United Kingdom and the Netherlands. *Land Use Policy*, 36, 416-426. 10.1016/j.landusepol.2013.09.017.

Kling, G., Ghobadian, A., Hitt, M.A., Weitzel, G.U. & O'Regan, N. (2014). The Effects of Cross-border and Cross-industry Mergers and Acquisitions on Home-region and Global Multinational Enterprises. *British Journal of Management*, 25(1), 116-132. 10.1111/1467-8551.12023.

Leeuwen, M. van (2014). Renegotiating customary tenure reform – Land governance reform and tenure security in Uganda. *Land Use Policy*, 39, 292-300. 10.1016/j.landusepol.2014.02.007.

Pas, B.R., Peters, P., Doorewaard, J.A.C.M., Eisinga, R. & Lagro-Janssen, A. (2014). Supporting 'superwomen'? Conflicting role prescriptions, gender-equality arrangements and career motivation among Dutch women physicians. *Human Relations*, 67(2), 175-204. 10.1177/0018726713489998.

Wigger, A. & Buch-Hansen, H. (2014). Explaining (Missing) Regulatory Paradigm Shifts: EU Competition Regulation in Times of Economic Crisis. *New Political Economy*, 19(1), 113-137. 10.1080/13563467.2013.768612.

Zaslave, A.S., Akkerman, A. & Mudde, C. (2014). How Populist are the People? Measuring Populist Attitudes in Voters. *Comparative Political Studies*, 47(9), 1324-1353. 10.1177/0010414013512600.

Dissertations:	10
Scientific publications:	239
Professional publications:	119

Awards and acknowledgements

Prof. Vennix received an Outstanding Service Award “for excellence of service and accomplishment over a sustained period of time” at the International System Dynamics Conference 2014, for his activities for the System Dynamics Society since 2000.

Dr Minnaar and Prof. Vosselman received a Highly Commended Paper Award for ‘Shared service centres and management control structure change: Exploring the scope and limitations of a trans-

action cost economics approach’, which was published in the *Journal of Accounting & Organizational Change*.

Dr Belei’s dissertation ‘The best of both worlds? Studies on healthy indulgences and their effects on food intake control’ was ‘highly commended’ in the EFMD Outstanding Doctoral Research Awards.

Ankie Hoefnagels MSc, Dr Migchels and co-authors received a Highly Commended Award from the *Journal of Service Management*

Director: Prof. Allard van Riel

Since 1 July 2009 Allard van Riel has been Professor of Business Studies at Radboud University, 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.



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

for their article 'Understanding generation Y and their use of social media: a review and research agenda'.

Dr Joosten and Dr Van Birgelen obtained a similar award for their article 'Value fusion: the blending of consumer and firm value in the distinct context of mobile technologies and social media'.

Dr Van den Brink was appointed as a member of KNAW's Young Academy, a Dutch innovation platform for young, successful academics who recognize the importance of debating scholarship-related issues and academic policy.

The Dutch House of Representatives asked Radboud University to evaluate the Treaty of Lisbon and examine the functioning and effectiveness of the Early Warning System and other instruments implemented by national parliaments following the Treaty (to monitor and control the European legislative process). The Lower House will use these results to reflect on how to influence EU decision-making. IMR researchers involved are Dr Mastenbroek, Dr Zwaan and Nora Dörrenbächer, MSc.

Prof. Jonker was appointed 'Chaire d'Excellence Pierre de Fermat' at Toulouse Business School for two years.

Prof. Ten Bos was appointed Honorary Professor at the University of St Andrews in Scotland.

Dr Mastenbroek was appointed Visiting Professor at the Department of Political Sciences of Copenhagen University.

Societal impact

The IMR seeks to actively collaborate with partners wishing to work with excellent researchers. For example, we collaborate with energy network company Alliander in the international project 'Jaromir' on Energy transition in European historical city centres.

The best of our researchers went to Nijmegen City Hall to give a series of lectures on topical issues related to local government, thus contributing to effective and more efficient local governance.

Prof. Van Kranenburg carried out a study on innovation in the media sector, which was commissioned by the Dutch Incentive Fund for Journalism and the Dutch House of Representatives.

Future research

NWO awarded a Veni grant to Dr Schapendonk for his project 'Fortress Europe as a mobile space? Intra-EU mobility of African migrants'. Using an innovative study design that focuses on tracking migrants, he provides insight into how, how many and why African migrants travel across internal EU borders. Using mobility instead of domicile as a basic premise, the project will result in a better understanding of the integration of migrants.

The exclusive European Consortium for Political Research (ECPR) Research Sessions will be organized at Nijmegen School of Management for the next two years.