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FEB Research



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New appointments

Per September 1, 2009, Kasper Roszbach has been appointed part-time professor at FEB. He fills the chair in Banking and Finance.

As of May 1, 2009, Michelle Ryan has been appointed as professor at FEB. She holds the chair in Diversity Management. Ryan is also an associate professor at the University of Exeter, United Kingdom.

Also per May 1, 2009, Abe de Jong has been appointed as honorary professor at FEB in the field of Accounting.

Elsevier Survey 2009: Research Master number 1!

The Research Master's degree programme in Economics and Business has achieved the highest scores in the annual Elsevier Education Survey. The students of the Research Master have given their degree programme a score of 8.8. This puts the degree programme into first place.

EIASM

Peter S.H. Leeflang, Frank M. Bass Professor of Marketing at the FEB, has been appointed per October 1, 2009, as Vice-President of the Board of the European Institute for Advanced Studies (EIASM) in Brussels.

EIASM is an international network for management research and teaching that includes more than 40,000 management scientists from all over the world. The Managing Board is composed of Senior Researchers and/or Academics in the area of the Management Sciences.

Honorary Doctorate Scapens

On 29 May Robert Scapens received an honorary doctorate from Lund University. Scapens is currently a professor in Management Accounting at FEB and professor at Manchester Business School. Robert Scapens (1946) was awarded the honoris causa (Doctor of Science) for his achievements as a professor and researcher in the field of management accounting.

EU-funded project on performance of services sectors

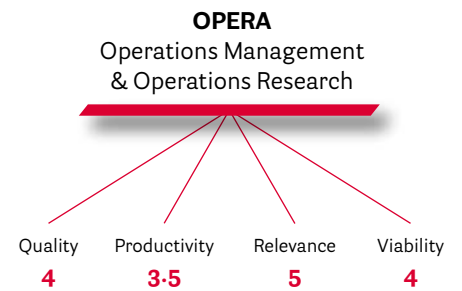
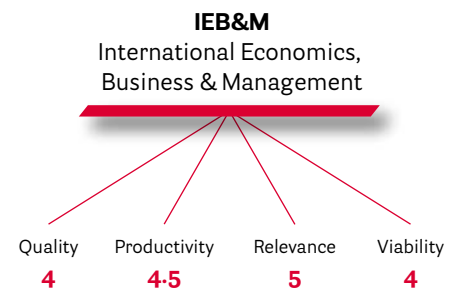
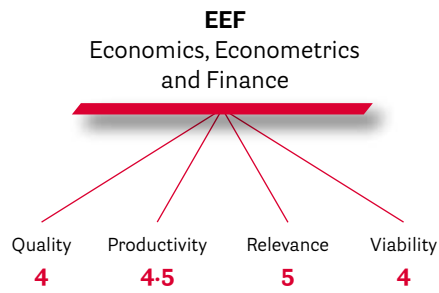
FEB will play a major role in an EU-funded project on the performance of services sectors in Europe that starts in 2010 and is led by the University of Birmingham. This project will involve constructing new performance measures for financial services, education, health care and other services; as well as analyses of the differences in performance across Europe. Researchers involved are Robert Inklaar and Marcel Timmer.

On the cover:

Left to right: Janka Stoker, Floor Rink and Michelle Ryan



The Faculty of Economics & Business and the Research School SOM congratulate all researchers who have contributed to this excellent result.



The results presented are the outcome of the QANU Research Review Economics and Business Sciences 2009. The meaning of the scores is:

5 = excellent
4 = very good
3 = good
2 = satisfactory
1 = unsatisfactory



4

Excellence
allowed!

The main aim of The Honours College at the University of Groningen is to develop academic, personal and professional skills and knowledge. It will give motivated and talented bachelor students the chance to be challenged by following specially developed honours courses and taking part in numerous other activities. The Faculty of Economics and Business also participates in this programme. We talk to Maryse Brand, Evelien Croonen and Padma Rao Sahib, the three coordinators appointed to support this initiative.

The Honours College

The University of Groningen Honours College (UGHC) is a new university-wide programme for excellent and motivated students who are interested in a challenging study programme on top of the standard bachelor programme. The university aims to provide these students with the opportunity to make the most of their talents. Also, it wants to be more attractive for such students.

Brand: "All existing honours programmes within the university are integrated into the new Honours College, including our faculty's two existing honours bachelor programmes that originate from the formerly separate Economics and Business faculties. The new programme starts in the second semester of the first year of study and lasts for 2.5 years. This year the Honours College will admit a maximum of 250 students from all nine RuG faculties, 47 of which will be economics and business students."

Rao Sahib: "The Honours College is a very ambitious programme; it is aimed at developing academic, personal, and professional skills. It offers course work for acquiring more knowledge within the student's field of study, and for developing knowledge on the frontiers of other disciplines in order to be able to contribute

to social, professional and academic themes beyond the boundaries of the student's own discipline. This approach should provide students with the abilities and personal network to have an outstanding point of departure for a highly successful continuation of their studies and for providing major contributions to society during their future careers. The ambition and quality of the Honours College has led to it being recently awarded a four million Euro subsidy from the national Sirius programme, financed by the Dutch Ministry of Education, Culture and Science (OCW)."

Contents of the programme within FEB

Within the Faculty of Economics and Business (FEB), the Honours Bachelor programme (HB-FEB) consists of two streams to allow students to focus on topics related to their specific bachelor programme:

> The Business stream, intended for students in the bachelor programmes Business Administration, International Business & Management, Economie & Management, and Technology Management. This stream is coordinated by dr. Maryse Brand and dr. Evelien Croonen.

> The Economics stream, intended for students in the bachelor programmes Economics & Business Economics, Fiscale Economie, and Econometrics & Operations Research. This stream is coordinated by dr. Padma Rao Sahib.

Brand: "Both streams within the HB-FEB aim to attract motivated, ambitious and talented students. The goal is to identify these students early so they can follow a challenging programme from the first year onwards. Some of these students may eventually choose to follow the Research Master programme at the FEB and a PhD here or elsewhere. Another group will

develop into successful professionals, civil servants, applied researchers, and so on. While the 'broadening' part of the Honours College is the same for both streams, the 'deepening' part allows students to focus on topics and research methods specific to their stream. In both streams, honours courses are aimed at small group teaching, intensive interaction within the group, but also on individual interaction with supervisors, research staff, practitioners, et cetera. For that matter, the whole programme will be taught in English, we expect ambitious international students to be specifically interested in this programme."

Croonen: "As our experience demonstrates, business students are highly interested in the practical relevance of what they are learning. The relatively small group size within the honours programme provides unique opportunities for personal interaction between the students and the professional field. The honours bachelor Business stream is designed to include and integrate research and practice oriented topics and activities. From the first year on, students are trained in developing their analytical and research skills, and

Highlights of the programme

- Aiming at top 10% of our bachelors' students.
- 250 talented students admitted this year, 47 of which from FEB.
- For students with high ambitions in academia or society.
- An additional 45 EC on top of the standard 180 EC.
- Deepening programme with interactive, challenging, small group teaching.
- Broadening programme joining talented students from all nine faculties.



"Laurie Reijnders is one of the students in the current Honours Bachelor Programme of FEB. In September 2009 she was elected 'Best Student at the RuG'."

Laurie Reijnders

"Usually students have to be invited for an Honours programme. I was too impatient to wait for an invitation, and so I applied myself. After a successful first year in the Economics bachelor, I was aiming for a more challenging continuation of my studies. The Honours programme offered me the opportunity to have a tailor-made study programme, and to determine whether academic research suits me. Given my interest in macroeconomics and public finance, the coordinator of the Honours programme decided to match me with professor Ben Heijdra. The contact between Ben Heijdra and myself has intensified over time. The first year he merely guided me in study-related decisions. I took some courses of the Econometrics bachelor at his advice, which I enjoyed so much that I

decided to take it on as a second study programme. One year later I started working as his research assistant. During the summer months I was a test reader and editor of his macroeconomic textbook and became a co-author of the accompanying exercise manual. By now we are writing a paper together, which will serve as my bachelor thesis and which will be submitted for publication in a scientific journal. Next academic year I hope to follow a masters programme in economics and econometrics at a top-level university in the UK. I believe that being an Honours student will positively affect my chances of being admitted. As the programme has sparked my enthusiasm for economic research, I consider applying for a Phd position after my return."

directly apply them in a real-life context. This means, for example, that first year students get specific interview training and independently perform some interviews within organizations. These activities are embedded in a seminar on Leadership in Organizations, that will be taught by professor Onne Janssen. In the second year, students follow an Innovation Seminar, during which they develop a research question in collaboration with an external organization, and combine literature study with primary data collection to answer these questions. We already have very positive experiences with such a set up in collaboration with Philips Consumer Lifestyle in Drachten. We also invite reputed companies such as ORMIT and Boer & Croon to organize a workshop or personal training for our students." Rao Sahib: "In the Economics stream (which also includes Econometrics) there are two flagship courses: the Economics/ Econometrics Seminars I and II. These two courses provide state-of-the-art knowledge on certain topics within the broad context of economics from a statistical/ econometric perspective. The topics and specific subjects vary from year to year as the goal is to be topical and relevant. The first course, offered this spring by Dr. Lammertjan Dam, will focus on financial economics and of course, the current financial crisis." Brand: "The remainder of the curriculum is similar for both streams. Both streams include a course in which honours students actively participate in ongoing (PhD-)research at our faculty. Students are also given the opportunity to do an internship with a highly reputed organization to experience how they can contribute to the professional field and to develop personal networks for the future. Finally, it is not only courses and seminars that are important, but organizing field trips, getting acquainted with academic traditions and customs, being involved in improving the programme's quality, are all activities for which the students can also earn credits. Both streams end with

the students writing an honours bachelor thesis which should reflect the extraordinary experiences and abilities acquired by them.”

Organization

The UGHC is a small, centralized organization headed by the dean, professor J. Bosch-Boesker. The UGHC coordinates the programme, including student admission. The actual educational programme is largely provided and organized by the faculties themselves. All faculties offer a 25 EC deepening programme to their honours students and offer broadening courses for honours students of other faculties. Each student has to complete the 25 EC deepening programme and 20 EC of broadening courses in order to receive his/her honours bachelor certificate. The 20 EC of broadening courses include project work during which students from all nine faculties will work together intensively, and will even go on a one-week international study trip. Each faculty will also offer specific broadening courses for honours students of other faculties, professor Peter Verhoef will teach such a course on the topic of Sustainable Markets. Brand: “The local coordinators are responsible for putting together a course programme for the HB-FEB, managing contacts with the central Honours College, and do all other things that are necessary for the programme to become a success. Important aspects are providing information to (future) students and faculty members, recruiting enthusiastic and qualified teaching staff to get involved in the programme, to be a contact person for the honours students and to actively support them (for example in gaining access to prestigious international exchange programmes), and monitoring and improving the quality of the programme.”

Croonen: “Although student admission is coordinated by the UGHC, the local coordinators will do the actual selection of students. For that matter, the selection

procedure is thorough. After the first exams of the first year, the faculty selects the top 10% students of each FEB bachelor programme. These students are invited for an information meeting and encouraged to apply for the Honours College. Additionally, first year teaching staff is asked to actively scout for potential candidates. Finally, there is an open invitation to all students, regardless of their exam results, to apply for the programme. All applicants will have to write a motivational letter, provide a CV, and supporting information such as high school grades and specific experience. Based on this information, applicants may be invited for a personal interview. Students are selected on the basis of their entire dossier.”

All: “We are all looking forward to working with this exceptional group of students the coming years”.

Dr. Maryse J. Brand is Associate Professor within the department of Innovation Management & Strategy. Her expertise is in the field of small business & entrepreneurship.

Dr. Evelien Croonen is Assistant Professor within the department of Innovation Management & Strategy. Her expertise is in the field of small business strategy & management, entrepreneurship & innovation, and franchising.

Dr. Padma Rao Sahib is Assistant Professor within the department of International Economics & Business. Her expertise is in the field of theory and estimation of matching models with applications to mergers and acquisitions and marriage markets, and research methodology.

Key publications

Dikova, D., A. van Witteloostuijn, P. Rao Sahib, 2009, Cross-border acquisition abandonment and completion: The effect of institutional differences and organizational learning in the inter-

national business service industry, 1981-2001, *Journal of International Business Studies*, forthcoming.

Muehlfeld, K., P. Rao Sahib and A. Van Witteloostuijn, 2007, Completion or Abandonment of Mergers and Acquisitions: Evidence from the Newspaper Industry, 1981-2000. *Journal of Media Economics*, 20, 2, p. 107-137.

Meijaard, J., M. J. Brand, and M. Mosselman, 2005, Organizational Structure and Performance in Dutch SMEs, *Small Business Economics*, 25, 1, August, p. 83-96.

Croonen, E.P.M. and M.J. Brand, 2010, Dutch Druggists in Distress; Franchisees facing the complex decision of how to react to their franchisor's strategic plans, *Entrepreneurship, Theory and Practice*, 34, 5, forthcoming.

Brand, M.J. and E.P.M. Croonen, Franchised and Small, the Most Beautiful of All; HRM and Performance in Plural Systems, *Journal of Small Business Management*, forthcoming.



Double degree PhD candidate:

Jiang Xuemei

Jiang Xuemei will be the first graduate of the joint double degree PhD programme of the Management School of the Graduate University of the Chinese Academy of Sciences (GUCAS) in Beijing and the research institute and graduate school SOM of FEB.

She will defend her PhD thesis in the spring of 2010 and has already returned to China for the next phase in her career. In this interview she shares her experiences with us.

You have left Groningen, what are you going to do?

I will work at the Center for Forecasting Science in Beijing, a newly formed institute at the Chinese Academy of Sciences. The center was founded to make forecasts with respect to the economic and social development of China, and also to provide support to policymakers in relevant government departments. I will work there as an assistant researcher, spending most of my time on the center's research projects, but there will also be time for my own research interests. As a PhD student who studied the Chinese economy at a macro-level, I am quite happy with this new job. It gives me the opportunity to work closely with the policymakers of the government and to propose strategies or policies that might be effective for the national economy. More importantly, I am very happy to go back to China, so that I can contribute to the further development of my home country, using the knowledge and skills that I have acquired in Groningen.

What has been your motivation to do the PhD program at SOM?

The programme, established by SOM and the Chinese Academy of Sciences, is available for all graduate students at GUCAS. In the beginning, I wasn't sure whether to apply or not: it seemed quite challenging to finish two theses in four years. But then I saw a list of possible research areas and possible supervisors. On the list was also my research area

(input-output analysis) and many well-known names in this field. It would be really nice to work with these famous and experienced professors.

Moreover, I read an introduction brochure about the University of Groningen: its foundation in 1614, the good atmosphere for international students, and the nice buildings (I still remember that a photo of the academy building was used for the cover) were very appealing. Because of all these reasons, I decided to give it a try.

How do you look back on your time as a PhD student?

Students in the double degree programme spend the first and third year in China, and the second and fourth year in the Netherlands. So technically speaking, when I first arrived in Groningen, I only had three years to prepare the English thesis. The first days in Groningen were quite hard for me: it was my first time abroad, life was different, the way I was thinking and doing research was not very international, my English was not good enough to clarify myself during the discussions. But I really was lucky. Living in an international student house made life much easier. My roommate was a nice Italian girl and she helped me a lot to get used to life in Groningen. With respect to research, I was supervised by professor Erik Dietzenbacher and dr. Bart Los. They gave me enough time to first get used to the life here. After that, they gradually taught me how to conduct research in a more international way. More importantly, they were always patient when discussing research issues with me and they let me know when I had some extremely 'tough' or unrealistic ideas. When I went back to China after my first year in Groningen, I was already more capable of conducting research in a scientific way.

The fourth year of the program (and my second year in Groningen) was much easier. I did not have any problems adjusting to life in Groningen anymore: I knew where the "Grote Markt" was, where

to shop for food, and so on. The research also went very smoothly. My supervisors always kept in touch with me, even during the year when I went back to China.

So, everything went according to plan, although the time to finish my thesis was quite limited. With the help from many people, especially my two supervisors, I would like to say that finishing two theses in four years was not a "mission impossible" after all.

What is your thesis about?

I have a collection of papers that deals with applications of Chinese regional input-output tables. It is divided into two main parts. In the first part, I hope to show how the efficiency of estimating regional input-output tables can be improved, by taking full advantage of current information and indicating which industries to survey. In the second part, I used the regional input-output tables to study the inequality across regions in China. I hope to shed some light on how to decrease the inequality in a country with increasing spatial disparities.

Is there anything else you would like to share with us?

Yes. This programme gave me an opportunity to live abroad for a total of two years. I learned a lot during these years, not only in research, but also in a broader sense. For example, when I was in Groningen, I went into my holiday without thinking about work. In China, there are so many people who go on holiday with their laptops and cell phones. We do not have a kind of holiday which is totally relaxing. Furthermore, I think that living abroad for a while (e.g. few months) is meaningful. You will see the differences between countries and cultures, you may realize the advantages and disadvantages, and most importantly, it may change the way you look at the world and the way you think about the world. Go somewhere else to experience the culture shock! It will be a very nice experience!

Good leaders and good teams

The importance of diversity

Michelle Ryan, Floor Rink and Janka Stoker are all members of the Human Resources and Management & Organizational Behavior group (HRM&OB) of the faculty. They are currently working in collaboration with government organisations, women's networks and the journal *Intermediar*. They also conduct experimental studies within the faculty laboratories. Much of their research focuses on leadership and diversity and minorities in the corporate workforce.

Leadership

Although the proportion of minorities in management positions has increased, they are still underrepresented, across all management levels. But apart from the well known 'glass ceiling', there is also a 'glass cliff'. This phenomenon refers to the situation where women (and members of other minority groups) are more likely to be placed in leadership positions that are risky or precarious. Research shows that while men get relatively safe and secure jobs, women at all levels often feel that they have been 'set up to fail'. They are asked to take on difficult jobs without getting enough information and tools to fulfill their roles. These precarious leadership positions are incredible stressful and may be the reason why an increasing number of women leave from senior management positions.

Rink, Ryan and Stoker also work on other leadership research. Rink explains: "The question we want to answer is when are men and women seen as suitable leaders. Research has shown that how people evaluate the competence of female



From left to right: Michelle Ryan, Janka Stoker and Floor Rink.

managers tends to reflect opinions about idealized rather than the actually perceived behaviour of men and women. Senior managers (male and female) still rate male characteristics, like dominance, more positively and consider these characteristics more typical for leadership behaviour than female characteristics, like sociability. This could be especially relevant among the older generation of senior managers who have – through their years of working in predominantly masculine environment – developed rather fixed gender stereotypes. Our research hopes to show to what extent prejudiced stereotypes can

be changed, and whether networking and mentoring, might be effective tools."

A related study of Rink, Ryan and Stoker, together with the Dutch journal *Intermediar*, shows that female managers are perceived to have less power than male managers, and that this is indeed actually the case. Female leaders who are objectively in the exact same position as their male counterparts have less influence on their employees and less control over resources. This lack of power by female leaders might be caused by their own behaviour. Early results show that male managers tend to feel they are entitled to



Floor Rink

Floor Rink is a social and organizational psychologist at the University of Groningen. Rink is an Associate Professor and Rosalind Franklin Fellow. She is interested in the social psychological mechanisms underlying group and organizational behaviour, and is specialized in two main research areas: (1) cultural diversity in organizations, and (2) mobility and innovation. Rink has published in high standing international journals, both in the field of psychology and management. Her research has been awarded by the APA (American Psychology Association) and the ASPO (Dutch Association for Social Psychologists), and is for a large part funded by the Dutch Science Foundation (NWO). In the field, she has worked with companies such as KPMG, Fortis and Tempo Team.

Rink, F. and N. Ellemers (2009), Temporary vs. permanent group membership: How the future prospects of newcomers affect newcomer acceptance and newcomer influence, *Personality and Social Psychology Bulletin*, 35, pp. 764-776.

Rink, F. and N. Ellemers (2007), The role of expectancies in accepting task-related diversity: Do disappointment and lack of commitment stem from actual differences or violated expectations? *Personality and Social Psychology Bulletin*, 33, pp. 842-854.

Rink, F. and N. Ellemers (2007), Diversity as a basis for shared organizational identity: The norm congruity principle. *British Journal of Management*, 18, pp. 17-27.

Research Institute HRM&OB

The research conducted within the HRM&OB research institute focuses on the human side of organizations: How can the motivation of and cooperation between employees of organizations be optimized to facilitate individual and team effectiveness positive attitudes, and well-being. The research programme comprises four interconnected research themes: teams, diversity, innovation, and leadership.

Teams

Research within this theme examines the relationship between the design, functioning, and outcomes of work teams.

Diversity

Research within this theme examines the impact of differences between employees on individual motivation and effectiveness, and the conditions under which these differences lead to positive or negative outcomes for organizations.

Innovation

Research within this theme investigates how personal and work context characteristics (de)motivate employees to come up with creative ideas that can improve and innovate work processes, products, or services.

Leadership

Research within this theme examines how and under which conditions leadership behaviors positively affect individual and organizational effectiveness, and how organizational change processes can be managed.

Researchers of HRM&OB research institute conduct research in a wide variety of settings, including manufacturing, healthcare, financial, educational, and service industry settings. They have expertise in using a variety of research methods including surveys, interviews, and observations. A variety of research approaches is used, such as longitudinal and multilevel data collections, field and lab experiments, case studies, and simulation studies.



Janka Stoker

Janka Stoker is Professor in Leadership and Organizational Change at the Faculty of Economics and Business at the University of Groningen. Until recently, she was also a senior managing consultant for Berenschot, but in November 2009 she took on the role of Vice-Dean in the Faculty of Economics and Business. Her expertise lies in the area of leadership, management development, organizational change and teamwork. Stoker has published several books and articles, both in academic and non-academic journals. Currently, she supervises several PhD-projects that are funded by organisations, such as Randstad, Hanzehogeschool Groningen and Lentis. As a consultant, she has worked with a lot of companies in The Netherlands, both in the profit (such as TNT, Unilever, KPN, Rabobank, and Fortis) and not-for-profit sector (e.g. DNB, Ministry of Foreign Affairs, Ministry of Internal Affairs, Police Force Friesland).

Lammers, J., J.I. Stoker and D.A. Stapel (forthcoming), Differentiating social and personal power; Opposite effects on stereotyping, but parallel effects on behavioral approach tendencies, *Psychological Science*.

Kuipers, B.S and J.I. Stoker (2009), Phase models of self-managing work teams: A discussion of theoretical and empirical limitations, *International Journal of Human Resource Management*, 20, 2, pp. 399-419.

Stoker, J.I. (2008), Effects of team tenure and leadership in self-managing teams, *Personnel Review*, 37, 5, pp. 564-582.

have and get more than others, whereas female managers do not feel this sense of entitlement. Further research may explain the difficulty that minority members face when climbing the corporate ladder.

Diversity

A diverse work force continues to be the primary source of new skills and knowledge, and has a profound influence on organizational productivity and organizational success. Rink, Ryan and Stoker define diversity broadly, looking at both easily observable attributes (like gender, age, or ethnicity) but also at less detectable attributes (like norms, values, and personality). Researchers have invested much effort in understanding how exactly diversity impacts on team processes. Unfortunately, the findings do not yet provide a consistent picture. Some evidence suggests that diversity has a negative effect on relations between group members, as a common team identity is harder to form. Diversity can also reduce feelings of attachment to the organization. Yet other research – including the work of Rink, Ryan and Stoker – shows that the availability of a wide range of resources and skills causes members of diverse teams to be more innovative and creative in problem solving than members of homogeneous teams. Management can influence if and when these positive effects occur. You can think of norms of flexibility within teams (e.g. bottom up norm formation); the presence of a leader who uses a transformational or participative leadership style; cross categorization of the diversity attributes within teams; and an increase in mobility within organizations. These measures can foster and improve the innovativeness and performance of increasingly diverse teams.

Mobility

Rink, Ryan and Stoker also look at the influence of newcomers with a minority status on changing teams. The demise of the 'job for life' and continuing globalisation mean that to pursue a successful career, individuals need to be on the move – making strategic company changes, taking sabbaticals, and negotiating secondments. As such, work teams are often in flux, with the introduction of newcomers becoming a common occurrence. In addition, the participation of minorities in the work force is greater than ever before so these newcomers are increasingly likely to be members of minority groups. On the one hand, newcomers are seen as a valuable addition to a work team as they can provide access to new resources, especially when they possess unique expertise. However, on the other hand, teams generally oppose opinions that challenge the majority. As a result, individual group members with an opposing view are often unable to influence the group directly, as majority members do not publicly express their changed opinion in the group. For newcomers, who are not yet fully immersed in the group, it becomes even more difficult to convince other group members that their novel, divergent ideas may be of use for the attainment of common goals.



Michelle Ryan

Michelle Ryan is an organisational psychologist based part-time in the Faculty of Economics and Business at the University of Groningen and part-time in the School of Psychology at the University of Exeter, UK. After holding the Jantina Tammes Chair in 2007-2008, Ryan was appointed Professor of Diversity at the University of Groningen. Her expertise lies in the area of subtle gender discrimination in the workplace and the use of mentoring and networks to address gender imbalances. She is a renowned scholar and her work has been published widely in the top management and psychology journals, and her research is funded by grants from the European Social Fund, the ESRC, and the Chartered Institute of Personnel and Development. Importantly, her work does not only focus on the academic, but also on the practical. Ryan applies her research within organisational settings in the form of consultancy and business outreach, giving advice about how to avoid gender inequality and the implementation of

women's networks. She has worked with companies such as Microsoft, UBS, IBM, and the British Royal College of Surgeons.

Barreto, M., M.K. Ryan and M. Schmitt (Eds) (2008), *The Glass Ceiling in the 21st Century: Understanding Barriers to Gender Equality*. APA Division 35 Book Series: Washington DC, USA.

Ryan, M. K. and S.A. Haslam (2007), The glass cliff: Exploring the dynamics surrounding women's appointment to precarious leadership positions, *Academy of Management Review*, 32, pp. 549-572.

Ryan, M. K., S.A. Haslam and T. Postmes (2007), Reactions to the glass cliff: Gender differences in the explanations for the precariousness of women's leadership positions, *Journal of Organizational Change Management*, 20, pp. 182-197. (Highly Commended Paper Award, Literati Network Awards for Excellence)



Dongback Seo

New in Groningen

Dongback Seo (Seoul, Korea) started working in Groningen in December 2008 as an assistant professor in the department of Business and ICT and fellow of the SOM research school. Here we look back on her first impressions of Groningen.

What did you do prior to coming to Groningen?

“After I finished my undergraduate at the HangSung University in Seoul, I ran my own business, an Internet café in Seoul. During that time I wrote two books, one about free email, the other about living in Sydney, Australia, after travelling and working in Australia. I moved to the US and worked for a wireless telecommunications company in Silicon Valley for a while. I decided to go back to university and joined a graduate programme at the University of Illinois in Chicago, where I obtained a Master’s degree in Management Information Systems and a PhD. My dissertation was about organizational standards strategies, a subject I am still working on. While I was working as an assistant professor at the Virginia State University, I was asked to come to Groningen for an interview.”

Why did you choose Groningen?

“My first impressions of Groningen were great except that my baggage got lost, so for the first few days I had to wear rather informal clothes for my interview. Fortunately, that didn’t make a difference. I found the questions from other faculty members during my presentation very inspiring in terms of the research perspective. I felt that they really listened

to me and were interested in my research. The staff here at the faculty greatly influenced my decision to come to Groningen. Apart from that, I think the city of Groningen is really nice. I like the fact that many people ride their bicycles for commuting. I had to drive a car for most of my adult life and was tired of it. Now, I just take my bike every morning to go to the faculty.”

What are you working on at the moment?

“At the moment, I am working on multiple projects, first of all determining organizations’ standards strategies for Information Communications Technologies (ICT). This means that I research how organizations (companies and governments) pursue one technology against another for their interests. Another project is looking at people’s adoption or switching behaviors toward Information Technologies and Information Systems (IT/IS). Why do people switch to Firefox from Internet Explorer when the two web browsers are almost identical? I also look at the role of IT/IS in organizational agility. Do IT/IS make it easier for organizations to respond to changes in the environment, like a recession, or not? And finally, one of my main projects concerns the governments’ role in technology, innovations and standards. I look at the role the Korean government played in the rise of some previously unknown Korean mobile manufacturers such as Samsung and LG.”

What are your plans for the future?

“I love my research and teaching here in Groningen. Right now, I am writing a book with my colleagues about organizational standards strategies. In addition, I am looking at people’s attitudes and behaviors toward the Dutch Telecare system with two colleagues from my department. I am also studying the pattern of relationships among government, university, and industry in developing ICT, together with colleagues abroad.

On a personal note, I am part of a nice soccer team. I really enjoy playing soccer a lot and want to improve my skills on the soccer field.”

Key publications

Seo, D. and K. T. Mak, Using the Thread-Fabric Perspective to Analyze Industry Dynamics: An Exploratory Investigation of the Wireless Telecommunications Industry. *Communications of the ACM*, forthcoming.

Seo, D. and A. I. La Paz (2008), Exploring the Dark Side of Information Systems in Achieving Organizational Agility. *Communications of the ACM*, 51, 11, 136-139.

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Working at top level



*From left to right:
Jenny van Doorn, Jia Liu
and Debra Trampe.*

In the most recent research assessment, the marketing research institute continued a tradition of excellent scores (see the editorial). Furthermore, in recent years, the group has grown in number of fellows and has become broader in the issues studied. We talk to three assistant professors in marketing who joined the department in recent years, Jenny van Doorn, Jia Liu and Debra Trampe.

The three women all got a position as assistant professor in the last two years, but none was originally from Groningen. Van Doorn remarks that Groningen is a more internationally oriented university than the University of Münster, where she received her PhD: "Groningen has long been more focused on publishing in top international journals." The academic reputation of the university was also a prime consideration for Liu in coming to Groningen.

But while the strong focus on publishing could lead to a cutthroat competitive environment, all three emphasize the strong support from colleagues and close collaboration, both within the institute and with researchers in other institutes, like Human Resource Management and Organizational Behavior (HRM&OB). Liu remarks that the Marketing institute is very supportive to junior foreign faculty like her. Trampe adds: "The variety of research interests and perspectives among my colleagues have stimulated me to take a broader perspective on my research." The challenging and inspiring research environment is a recurring theme. Van Doorn: "In our group, there are many people from whose knowledge and experience I can benefit and who are more than willing to share their expertise and help me to get my research to a higher level." Liu agrees: "Everyone is contributing to the best of their abilities to a productive and warm working environment." This has

even led to long-term projects to improve research facilities, such as Trampe's work with Floor Rink from HRM&OB, which has resulted in the construction of a laboratory for conducting behavioral research at the faculty. Finally, all three researchers have proven recently to perform really well by publishing in the major marketing journals and thereby contribute to the success of the Marketing Research Institute.

Jia Liu did her PhD at Tilburg University, followed by a research fellowship at Monash University in Melbourne, Australia. In 2009 she came to Groningen as an assistant professor in the pre-tenure track. In Groningen, she collaborates with Debra Trampe.

Liu: "I do research on the decision making process of consumers and particularly about automatic associations. In one study with colleagues, we have shown that

when consumers are made to think about, for example, fast food, they usually recall the most prominent brand, McDonald's in this case. A less typical brand, such as Burger King, is recalled much less often. In contrast though, when shown the Burger King brand, the association with 'fast food' occurs more often than when McDonald's is shown. In another study, we have found that death-related news, such as about homicides or car accidents, has an effect on the type of brand that consumers prefer. In particular, consumers increase their preference for domestic brands over foreign brands."

Jenny van Doorn did her PhD at the University of Münster and joined the Marketing department in Groningen in 2005 as a post-doc researcher. Since 2008 she is an assistant professor in the tenure track. In Groningen, she works closely with

The Marketing Institute

The mission of the marketing institute is to conduct cutting-edge fundamental and applied research in the field of marketing and the institute has a very strong research tradition. The main aim is to consolidate the position of the institute in the top ten research groups in this field in Europe. Currently, 13 fellows, 4 associate fellows and 16 PhD students participate in the programme.

Members have contributed numerous publications in leading international journals (e.g. Journal of Marketing, Journal of Marketing Research, Marketing Science, and International Journal of Research in Marketing). Many of these publications have proven to be highly influential, and several have been nominated or even won best paper awards of major journals. Furthermore, several members of the group serve in editorial boards of these major marketing journals. Research projects within the institute often deal with rich empirical data, joining

a strong theoretical foundation with sophisticated methodology. The aim is to study real-world marketing problems in a rigorous scientific manner. The list of topics addressed includes: customer relationship management, promotions, advertising, retailing, consumer behavior, and pharmaceutical marketing.

Founding father of the institute, **Peter Leeftang**, Frank M. Bass professor of Marketing, recently has received the Jan-Benedict E.M. Steenkamp Award for Long-Term Impact. The basis for this highly prestigious award is the article "Competitive reaction versus consumer response: Do managers overreact," published in the *International Journal of Research in Marketing* in 1996. The article was co-authored by his esteemed colleague and best friend professor **Dick Wittink**, who passed away unexpectedly in June 2005.



Peter Verhoef and Peter Leeflang, both professors at the Marketing department. Van Doorn: "I do research on customer relationship management and sustainable marketing. Recently, we studied whether consumers are willing to pay more for organic food, fair-trade food or food that claims to be healthy. Our conclusion is that such food only appeals to certain types of consumers and that overall, the willingness to pay more for such food is quite limited. In another study, I found that for business-to-business services, customer satisfaction surveys are not all that useful in detecting problems in the relationship with customers. The reason is that these customers have a certain tolerance to negative experiences. However, severe negative experiences are dangerous as they often lead customers to re-evaluate the relationship and even break off long-term relationships."

Debra Trampe did her PhD at the Faculty of Behavioural and Social Sciences of the University of Groningen, following undergraduate studies in Amsterdam

(UvA). In 2007, she joined the Marketing department as a postdoc researcher and more recently she became an assistant professor in the tenure track. She has numerous collaborators in Groningen, including Peter Verhoef, Jia Liu and Wander Jager.

Trampe: "My research interests reflect my background in psychology, focusing on consumer behavior. Some of my recent studies examine the effects of using thin or 'rounder' models in advertising campaigns. We were inspired by the recent Dove campaign that did not use the standard thin models but rather women with rounder shapes, those that could be your next-door neighbor. We wondered whether these rounder models would lead to more favorable product evaluations. It turns out to depend on the state-of-mind of a consumer: consumers who are tired or in a rush give higher marks to advertising using thin models while consumers that give more thought to the advertisement, favor the rounder models."

Publications

Jia Liu

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Jenny van Doorn

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Publications

Please find behind an overview of publications in SOM's top and very good journals, books, PhD theses and reports in the SOM Research Report Series in the period May - November 2009.

Journal Publications

Baldvinsdottir, G., Burns, J., Norreklit, H. & **Scapens, R.W.** (2009). The image of accountants: From bean counters to extreme accountants. *Accounting, Auditing & Accountability Journal*, 22(6), 858-882.

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Laura Spierdijk

In the economic literature the discrete Yule distribution is used to model empirically the successes of artists ('superstars'), for example the number of records sold by popstars. The Yule distribution can be viewed as the discrete analogue of the continuous Pareto distribution.

One strand of the literature claims that the Yule distribution is very successful in explaining the phenomenon of superstars, while another strand documents the opposite result. Our study shows that this controversy is due to inappropriate

use of statistical methods. We investigate three data sets that have been analyzed before in the superstar literature and apply advanced bootstrap methods to show that the Yule distribution cannot explain the successes of superstars. The main problem with the Yule distribution is its incapacity to fit the extreme successes of superstars: the right tail of the Yule distribution is too heavy. We derive an extended version of the Yule distribution (called the generalized Yule distribution) that fits two out of three datasets very well.

PhD theses

Jelle Bouma

Why participation works. The role of employee involvement in the implementation of the customer relationship management type of organizational change.

Prom./coprom.: Prof.dr. P.C. Verhoef & Dr. B.J.M. Emans.

Defended on: June 22, 2009

Ineke Delies

Verbindingskracht & combinatievermogen; Een empirisch onderzoek naar kennisallianties tussen beroepsonderwijs (ROC) en bedrijfsleven.

Prom./coprom.: Prof.dr. R.J.J.M. Jorna, Dr. M.P.C. van der Werf & Dr. D.J. Kiewiet.

Defended on: June 08, 2009

Jasper Hotho

Internationalization decisions. The effects of country differences and familiarity perceptions.

Prom./coprom.: Prof.dr. A. Sorge & Prof.dr. H. van Ees.

Defended on: October 08, 2009

Tamara Markova-Galusca

Institutional change processes under the joined impact of government, multinationals and local practices.

Prom./coprom.: Prof.dr. A. Sorge, Dr. A. Saka-Helmhout.

Defended on: November 9, 2009

Aljar Meesters

Efficiency of financial institutions: A stochastic frontier analysis approach.

Prom./coprom.: Prof.dr. B.W. Lensink, Prof.dr. C.L.M. Hermes & Dr. M. Koetter

Defended on: December 3, 2009

Bastiaan Overvest

Essays on the theory of collusion.

Prom./coprom.: Prof.dr. J.L. Moraga González & Dr. M.A. Haan.

Defended on: September 24, 2009

Tigran Poghosyan

Essays on foreign ownership in transition banking.

Prom./coprom.: Prof.dr. J. de Haan, Prof.dr. E. Sterken & Dr. M. Koetter.

Defended on: September 10, 2009

Douwe Postmus

The supply chain of enterprise software. Strategy, structure, and coordination.

Prom./coprom.: Prof.dr.ir. J.C. Wortmann, Prof.dr. J. Wijngaard & Dr. T.D. Meijler.

Defended on: September 24, 2009

Johanna Schönrok

Innovation at large. Team and project performance in complex new product development. Prom./coprom.: Dr. J. Kratzer, Prof.dr. R.Th.A.J. Leenders & Prof.dr.ir. J.M.L. van Engelen.

Defended on: September 3, 2009

Pham Le Thong

Determinants of child health and contraceptive use in Vietnam. A micro-econometric analysis.

Prom.: Prof.dr. P. Kooreman & Prof.dr. R.H. Koning

Defended on: November 19, 2009

Research Reports

09002:

Bezemer, D.J., No one saw this coming. Understanding financial crisis through accounting models.

Colophon

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