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FEB Research



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Short news

Farewell Event Peter Leeftang September 19, 2011

After more than 35 years as a professor at the University of Groningen,

Peter S.H. Leeftang
Frank M. Bass Professor of Marketing

will take his leave on Monday 19 September 2011 with a valedictory lecture entitled

Marketing in Transition

His lecture will be preceded by a seminar where speakers from academia and business will highlight trends and developments in the field of marketing with a particular focus on Peter Leeftang's influence. The academic programme will



take place in the morning; the afternoon programme will concentrate on Peter Leeftang's contribution to marketing science and marketing practice and his importance for the Department of Marketing at the University of Groningen. You are cordially invited to attend this special day.

The event will be held in the aula of the Academy Building (Broerstraat 5, 9712 CP Groningen) and will start at 10 a.m. precisely; it will end at around 5.15 p.m. with a reception.

For more information, please contact the organisation through emeritaat.leeftang@rug.nl



Rankings

In the Strategic Plan of the University of Groningen, 400 Years of Passion and Performance, the ambition to be a top-100 university worldwide is proclaimed. At the end of April 2011, the Essential Science Indicators section of the Web of Science ranks the University of Groningen exactly on number 100 on the basis of citations per paper for institutions with more than 15,000 papers published (one needs a size criterion to rule out small institutions). This is of course a coincidental event. Roughly spoken, there are about 400 research universities worldwide. Looking at the performance distribution of those 400 universities the first 75 are in the skewed side of the distribution. The middle range is quite flat and dies out at the lower end rather strongly. This implies that a significant improvement in the middle range leads to a serious jump in the ranking.

At the university level fields like chemistry, materials science and space science stand out with 20-25 citations per paper on average. For the social sciences about six citations per paper are normal. Suppose that growth rates of the citations per paper in different sectors are equal: this will lead to a relative preference for investment in the highly-cited fields, because these will contribute more to the average. But looking at the growth rate of the numbers of average citations per paper in chemistry and economics and business illustrates that the latter growth rate is larger by far (about 50% over five years as compared to 20% in chemistry). In other words, there are opportunities for the social sciences to catch-up with the frontrunners. In the end, this will strengthen the position of the university as a whole.

The differences between fields are remarkable. Top economists in the world like Jean Tirole have about eight thousand citations. Groningen's Organic Chemistry professor Kees Hummelen has more than 15 thousand (one paper with 2785) citations! The University of Groningen hosts all kinds of different fields and allows for differences in research culture. This is surely a thing to be proud of.

The main policy will be to facilitate high-quality research and to hire talented researchers. This creates a flow of performance, which will ultimately lead to improvement of the RUG-position on the international rankings. But the visibility and impact of our research is also of great importance for this, and by continuing the recent trend in increased citations, I hope that FEB will contribute to a rise in our rankings.

Elmer Sterken

Rector of the University of Groningen and former dean of FEB



New dean

Harry Garretsen

Harry Garretsen is the new dean of FEB since March 1st, 2011 and responsible for research together with SOM director Tammo Bijmolt. Since September 2008, Harry Garretsen is professor of international economics and business of FEB. He is the successor of Elmer Sterken, who became Rector of the University of Groningen.

A new dean? Does that also mean a new research policy?

“No, I think FEB’s research policy has been successful in recent years. We did very well in the latest national research assessment, both when compared to the previous assessment and when set against the other research institutes in economics and business in the Netherlands. Things can always be improved upon, but the basic research policy framework that is in place right now will also serve us well in the near future, in my view. I am in particular glad how FEB has succeeded to become more attractive for young researchers who like to pursue a career in academia. So far, our tenure track system has been a success with almost 40 recent appointments and the research master is also increasingly becoming a means to attract talented (future) PhD students, not only from our own student population but, crucially, also from outside The Netherlands. Largely thanks to the fiscal austerity plans of the Dutch government, we are now facing substantial budget cuts but I think that we have made a good decision as a faculty board to basically not cut back on research funding.”

What are your ambitions for FEB’s research?

“I do thus not foresee major changes, but this does not mean that there is no room for change or improvement. One area where the University of Groningen and also FEB can still do much better is the acquisition of external research funds. Another ambition is to further increase the number of finished PhD projects. This year we hope to see more than 30 PhD theses defended. I also would like to see that the research directors and their respective research programmes somehow get more of a say in the allocation of research time and funding within their own programme. They might for instance use this increased policy mandate to differentiate more between very good and good researchers.”

Who is Harry Garretsen?

“Well, I studied economics here in Groningen and I also did my PhD here. I got my PhD in 1991 and my supervisor was Simon Kuipers from whom I learned a lot. I left Groningen for the Dutch central bank but I soon missed doing research so, when I got the opportunity to become professor of economics at the Radboud University Nijmegen, I moved there in January 1996. I worked there for almost 7 years and during part of that period I was also a member of the faculty board and in charge of research. After Nijmegen, I became professor of international economics at Utrecht University in September 2002, I was also a member of the faculty board in Utrecht. I really liked it in Utrecht but then Elmer Sterken called to ask whether I would like to come back to Groningen (in

our “negotiations” we agreed that I would not have to do serious administrative duties initially, but this has turned out rather differently). During my PhD days, I was trained as a macro-economist but, and heavily influenced by the work of Paul Krugman on the new economic geography in the early 1990s, I gradually switched to international economics and geography. This is still my main research topic. As to my other main research affiliations, I am a CESifo research fellow at the University of Munich. I am also affiliated with the University of Cambridge. I am now a member of St Catharine’s college in Cambridge which means I have a place to go to live and work in Cambridge, something I intend to continue to use now that I am dean. On a final note, I have always been active in (economic) policy discussions and right now I am a deputy crown member of the Social Economic Council (SER) and an academic partner of the Netherlands’ Bureau for Economic Policy Analysis (CPB) in The Hague.”

Key publications

Brakman, S., Garretsen, H. & van Marrewijk, Ch. (2009), *The new introduction to geographical economics*. Cambridge: Cambridge University Press, 568 pp.
(yes, I know not a journal publication but my own favorite by a long distance)

Brakman, S., Garretsen, H. & van Marrewijk, Ch. (2009), Economic geography within and between European nations: The

role of market potential and density across space and time, *Journal of Regional Science*, 49, 777-800

Bosker, M., **Brakman, S., Garretsen, H.** & Schramm, M. (2010), Adding geography to the new economic geography; Bridging the gap between theory and empirics, *Journal of Economic Geography*, 10(6), 793-823



SOM Applied Research is the latest addition to the research school SOM. In this interview we talk to Peter van Kampen and Martijje Lubbers who, together with SOM director Tammo Bijmolt, will take the lead in the further development of SOM AR.

SOM Applied Research, the bridge between research and society

The relevance of academic research for society is becoming increasingly important. Indeed, in the new Standard Evaluation Protocol (SEP) 2009-2015, the production of results to society are seen as one of the three vital tasks research institutes have next to the production of results relevant to the scientific community and the training of PhD students. Societal relevance includes communicating academic research to non-academic users as well as reacting to important changes in society. The goal of SOM AR will be to stimulate this conversation with society and ensure that the research done by the research programmes remains highly relevant.

Goals

Peter van Kampen and Martijje Lubbers both worked for the Science Shop at FEB and are well acquainted with dealing with companies and institutions and their research questions. SOM AR provides them the opportunity to market the knowledge and research possibilities FEB offers.

Peter: “We will actively market the centers of expertise and the academic resources of FEB whenever that is appropriate and set up an efficient provision of service for these expertise centers. Our short-term goal is to align internal strengths with external opportunities based on inventories done in the past months. We already discovered a wide variety of challenges and opportunities we can pursue. Furthermore, we can build or extend a network with the outside world (companies and other organizations), in which researchers and centers of expertise can participate in larger research questions or research areas. We will also actively reach out to society through focused visits and network events, which will result in new opportunities for applied research within FEB. In these projects we can play a coordinating, stimulating and initiating role.”

Martijje: “The core competence of the SOM AR group is that customers are served by project managers, who are experienced researchers and capable initiators, for a wide variety of research approaches. SOM AR will typically serve as an intermediary. In this role, we will focus on clarifying the research possibilities beforehand and

monitoring customer satisfaction during the research process, without losing track of the neutral role of the university.”

Societal relevance

There can be an interesting and challenging tension between academic research projects and the fads of the day. Society's need for ad-hoc and accurate knowledge to support decision-making in organizations does not always line up with academic research projects or available knowledge.

Martijje: “We see an increasing importance of the role that SOM AR can and should play, but researchers should also have the opportunity to develop knowledge for future use, which implies ‘freedom of thinking ahead’ without distraction or public interaction. SOM AR is convinced that both needs can be fulfilled at the same time or at least in parallel. We will support scientists as well as society in understanding each other's needs and keep track of the desired outcomes of both parties. We can fuel scientific research within the SOM research programmes with input from practice, such as external networks, research ideas, access to data, and financial support. We can also inject scientific education with projects for students, input for lectures and assignments. In return, we can transfer and apply academic knowledge to let people use them as answers or as arguments in resolving problems in the broader society. This should lead to a better understanding of the challenges that society faces.”

Peter: “Furthermore, projects through SOM AR can test academic models against the societal applied practice, which will prove or reject societal relevance in itself. On the other hand, research in the best interest of society (from citizens to institutions to organizations) will help scientists realize that the research focus should be on finding answers that are relevant to societal questions, either now or in the future. From this perspective, we can also help clarify the societal relevance of research (programmes) in relation to new accreditation standards like SEP.



Professor Tammo Bijmolt, director of SOM

In the most recent national research assessment all SOM programmes received the highest possible score for relevance. Our research fuels governments, firms and civil society with insights from scientific projects. In return, applied research fuels scientific research by providing input from the “real world” into the six SOM research programmes. Finally, applied research fuels scientific education as the projects and networks often result in internships for students, guest lectures and future job opportunities for students. SOM AR has been established in December

2010 to maintain the high relevance of our research and to increase the visibility of scientific research and education of FEB. We aim for a stronger connection between the scientific research programmes and applied research. SOM AR is part of the Research School SOM, next to the research programmes and the graduate school in Economics & Business. The long-term goal of SOM AR – in close cooperation with the centers of expertise – is to make FEB research leading in applied research in economics and business within the Netherlands.

Priorities

As a new unit within FEB, the emphasis so far has been on becoming familiar with researchers and their fields of expertise and exploring the current research opportunities for them. Building a network, within and outside the FEB is very important for this.

Peter: "We are planning to advertise our unique proposition to organisations and society more and more, increasing the visibility of things that happen here. We feel strongly connected to current societal challenges and the mission of the University of Groningen. Based on this, we formulated two themes: 'healthy ageing' and 'energy & sustainability'. There are many societal and business questions that can be related to these themes and that should get more attention within our faculty. These topics are not always the type of questions dealt with in economics and business, but we can still bring in our way of thinking and methods."

Martijje: "For example, healthy ageing seems a theme that is mainly reserved for our medical faculty, but there are several topics that might need an economic or business view. One could think of marketing-research on new healthy ageing products and services or research on entrepreneurship or efficiency in health organizations, but also using our models to measure economic consequences of lifestyle changes. We will soon translate those broad issues into specific research themes that fit our research potential."

Peter: "However, we will not forget our own region and we also would like to focus more on regional economics and stimulating entrepreneurial activities in the North of the Netherlands. Currently, we are looking into opportunities to participate in regional tenders. A more long-term project is dealing with the development of field research facilities suited for business and organizational research. One of the first on-going projects consists of the development of a geo-location-based survey tool (Hotspot-monitor), which we are conducting together with Natuurmonumenten (the Dutch society for the protection of nature). These projects and plans are all examples

Centers of Expertise

Currently FEB has 13 centers of expertise; a complete overview can be found on page 27. A center of expertise is a group of researchers that aims to bridge the gap between science and practice in a particular scientific discipline. The purpose is to distribute scientific knowledge to stakeholders outside the academic community and to organize partnerships with these stakeholders. Centers of expertise typically generate financial benefits to FEB. The centers differ widely in strategy, size, linkages to the departments and research programmes, types of customers and formal organizational relation to the FEB. Several Centers of Expertises have a direct link with a single SOM research programme, whereas other centers are multidisciplinary and combine researchers and expertise from various research programmes.

of cooperation between faculty, students and society. We are very interested in new research proposals like this."

Who are Martijje and Peter?

Martijje Lubbers studied General Economics (Micro Economic Policy) at the RUG from 1997 to 2003 and wrote her thesis about the then-changed inheritance act and the consequences for (economic) behaviour of individuals (supervised by Professor Cees Sterks). After her graduation, she worked part-time as a financial controller for 5 years and studied vocal jazz at the Groningen Conservatory. In 2007 she was hired as a project manager for the Science Shop Economics & Business. The aim of the shop was to apply economic and business research to societal issues, whereas the shop worked in a question-based way. She worked on student-research, the cashing of innovation-vouchers and relatively small-scale research by faculty. Next to her own field of interest (the modelling and analysis of individual

behaviour and government policy such as taxes) she was involved in several regional, organizational and consumer marketing issues. Next to her job, Martijje works as a professional jazz-vocalist and owns her own music-label and fiscal and financial consultancy for artists. She lives in Groningen with her husband and nine months old son.

Peter van Kampen received his master at the FEB on Industrial Engineering and Management in 1997 (RUG). His master thesis project, supervised by Professor René Jorna and Professor Jacques Boersma was about on-line student career counselling and support. Based on this, he tried to build a business on academic knowledge, by setting up one of the first virtual career counseling services (1997). By enabling students to access an application through the internet, career counselling became time- and place-independent and the application gathered data about how students make career decisions. This in turn was used to test the conceptual model, enrich the application and help students to more quickly make changes in their career.

He experienced that the gap between academic knowledge and marketable products can be quite big and a challenging experience. Therefore Peter is especially motivated to give his best in applied research projects to help bridging all kind of gaps.

He is more driven by opportunities than barriers and looks forward to getting in contact with any person or organization with challenging projects.

He currently lives in Veendam with his wife and four year old son, where they recently bought themselves another "project", their new home...

SOM Applied Research

SOM AR is available for all possible questions and will try to find the best suitable and available scientist or group and organize initial meetings and follow-up. Let us know your challenges...

Email: somar@rug.nl

URL: www.rug.nl/feb/onderzoek/somappliedresearch

Telephone: 31 50 363 3795/8612



Abe de Jong

New in Groningen

Abe de Jong (1970) has been around the Faculty of Economics and Business for a while now. Appointed in 2009, he is part time Professor of Financial Accounting at FEB as well as Professor of Corporate Finance and Corporate Governance at Rotterdam School of Management Erasmus University.

Why did you choose for Groningen?

"Groningen has a long-standing tradition in research in accounting and finance. From the 1950s the school has been an intellectual powerhouse, where researchers like Meij and Bouma have had a major influence on business economics. Currently, Groningen is particularly interesting for me, because of the research in corporate governance and financial accounting. I hope to contribute to the further developments of these fields."

Could you tell us more about your career so far?

"I obtained my PhD in 1999 at Tilburg University. Afterwards I visited Florida State University for a year and then joined the finance group at Rotterdam School of Management, Erasmus University. Since 2006 I have been involved in the financial accounting research in Groningen on a part-time basis. In 2009 I have been appointed as full professor in financial accounting in Groningen."

What issues are dealt with in your research?

"My research deals with understanding strategic decisions in companies and their effects on performance and survival. Initially, I focused on financing decisions and this is a field I am still active in. This year I have published with two former RSM-colleagues a paper in the *Journal of Financial Economics* on firms that issue convertible bonds and at the same time buy back shares. This is very counter-intuitive, because the buy backs use significant portions of the bond proceeds. We present the "Happy meal" explanation: the combination is very attractive to

speculative investors and companies cater towards the wishes of these investors."

"With a PhD student I am now working on financing decisions in the Netherlands over the entire 20th century. Here we find the legacy of famous professors from Groningen like Meij and Bouma. In the period after WWII, they were very influential thinkers. We measure whether the theories and rules-of-thumb of these "Groningers", and earlier scholars like Polak and Limperg, actually influenced decision-making, or whether the recent theories already describe financial structures, even before these theories were formalized and widely distributed via business programs at universities."

"Another key financial decision that drastically changes a firm's strategy is the decision to obtain a listing at a stock exchange via an initial public offering (IPO). With Teye Marra and Carel Huijgen I investigate the effects of financial accounting requirements to publish more information to shareholders on the going-public decision. We find that because competitors also get access to the information, the going-public decision is affected by the competitive position of the firm in the product market. "

Why is your research relevant?

"Part of my research is in the area of corporate governance, in relation to firm performance and survival. The better we understand the value effects of the management and control structures in large companies, the better governance structures we can design, either in companies or by adjusting corporate law. In a project with Reggy Hooghiemstra, for example, we try to find out why directors may refuse a board position. In governance, there is a lot of debate about the functioning of directors, but not all firms can actually attract the directors they strive for. We aim to fill this lacuna in the literature and emphasize the importance of the availability of good directors."

"I have to admit that direct relevance is not always a concern to me. For example, with two colleagues in the economic history group in Utrecht, I am working on the Dutch East India Company (the VOC). The VOC was founded in 1602 and the first joint-stock company in the world with large-scale activities. History reveals both elegant solutions to very complex problems as well as learning-by-doing. For example, shareholders complained for many years about the absence of public accounts of the company. But, did you know that already in 1613 the VOC designed an ingenious risk management contract? This contract – like the University of Groningen almost 400 years old! – makes perfect sense when compared with recent economic theory. Clearly, the Bewindhebbers (managing partners) had an excellent economic intuition."

What can we expect of you in the future?

"That curiosity will keep driving my research interests. I find it a great privilege to have a job at a university that stimulates me to pursue these interests."

Key publications

De Jong, A., Dutordoir, M. & Verwijmeren, P., (2011), Why do convertible issuers simultaneously repurchase stock? An arbitrage-based explanation, *Journal of Financial Economics*, 100, 113-129

De Jong, A., Sluyterman, K. & Westerhuis, G., (2011), Strategic and structural responses to international dynamics in the open Dutch economy, 1963-2003, *Business History*, 53, 63-84

Baaij, M., **de Jong, A.** & van Dalen, J., (2011), The dynamics of superior performance among the largest firms in the global oil industry, 1954-2008, *Industrial and Corporate Change*, 3, 789-824



How fares the Polish plumber?

The migration of workers from formerly Communist countries is a politically sensitive topic in Western Europe, but free movement of labour across the European Union throws up farther-reaching questions. For instance, if the (proverbial) Polish plumber works for a German construction firm on a Finnish construction site, which labour rights apply, those of Finland, Germany or Poland? Nathan Lillie, Associate Professor at the FEB, has just received a €900k, 4-year grant from the European Research Council (ERC) to study the consequences of labour and services mobility across Europe in his *Transnational Work and the Evolution of Sovereignty (TWES)* project.

How did you get involved in this area?

"I have long been interested in the relationship between industrial and international relations. This led me to study collective bargaining in the maritime shipping sector as the topic of my dissertation. Maritime shipping is a challenging area for labour relations because ship owners can easily choose which flag to fly and so pick and choose their preferred labour regulations. It is then no surprise that ship owners end up choosing countries with weak regulations or weak regulation enforcement, such as Liberia and Panama. In reaction, though, many port states

have made international agreements to regulate shipping. Trade unions have also been very active in setting up systems for coordinating bargaining and industrial action to bring employers under collective agreements. So in shipping, it is quite clear how international political institutions interact with the labour relations. The aim of the TWES project is to bring these insights from shipping and see how they apply to land-based industries."

What will your research project look like?

"The project will involve fieldwork in Finland, Germany, the Netherlands, the UK, and at the central EU level in Brussels. Europe has seen much growth in posted work, which involves putting workers in a limbo state from the perspective of social protection. Many of the issues are the same as with seafarers. Unlike in the maritime case, though, it is not clear that the people involved have a good understanding of the situation – unionists, managers and policy makers all seem to be working their way through a very new situation. This project will therefore involve large scale interviewing of workers, migrants posted abroad and 'native' colleagues. These are the people who are really experiencing this new labour system.

This method is a new thing for me, and I've therefore hired my team, Erka, Ines and Lisa, with an eye to bringing in experts in ethnography, i.e. interviews to record the

experiences of these workers. Two industries have been selected for this study, construction and metalworking. In both industries, there are many posted migrants. These will be used to construct a series of comparative case studies of work sites and industries. There will also be a series of policy interviews aimed at understanding the political and legal changes taking place in this area in the European Union (EU).

Key publications

Lillie, N. (2010), Bringing the offshore ashore: transnational production, industrial relations and the reconfiguration of sovereignty, *International Studies Quarterly* 54, pp. 685-706

Lillie, N. (2006), *A global union for global workers: collective bargaining and regulatory politics in maritime shipping*, New York: Routledge (Studies in International Relations)

Lillie, N. & Sippola, M. (2011), National unions and transnational workers: the case of Olkiluoto 3, Finland, *Work, Employment and Society*, 25(2), pp.1-17

We already started work by investigating industrial relations at the Eemshaven power plant construction site, which has received much recent media attention. Lisa [Berntsen] has taken the lead in developing cooperation with the local union's office (FNV Bouw, Dutch labour union for construction workers) as they are very interested in finding out about the situation of posted workers. We are building some strong local links to study how the construction and metalworking labour markets in the Groningen region have become transnational, and to present those findings to local and national policy makers. We will try to do the same thing elsewhere; Ines [Wagner] has made good progress in Germany on this already. This project is about building grounded theory, meaning it must be based on empirical work. For this kind of fieldwork, developing relationships with the parties involved in posted work issues is extremely helpful."

What is involved in attaining such a grant?

"Writing a grant like this takes a lot of time. In the same time, you could write an academic article. I wrote the proposal on my own without any input from others. Once it got accepted to the second stage, however, things became serious. The ERC invited me to an interview in Brussels. At that point, there was a 33-50% chance of being funded. Many colleagues were helpful in my preparations for this interview.

Some were fellow faculty, but there is also a universitywide support team to coach interviewees in tailoring their presentations to the right audience.

The process also took a considerable time: I started writing the ERC proposal in September 2009, it went in November, and I received the invitation to Brussels in February 2010. The decision to fund my project was communicated in July 2010. I was at a biological research station in northern Lapland, accompanying my wife on her fieldwork, when I heard the news. The nearest place to buy a bottle of champagne was a 2-hour drive, so we had to celebrate with cheap Finnish beer.

After that, I spent much of the summer working on the things the ERC and RUG needed to make the grant agreement. In autumn 2010, I hired my research team, which was also an involved and time-consuming process. It was very useful to consult with more experienced faculty in the hiring. I can see now that the extra time was worth it – picking a good team is key to succeeding in a project like this."

What are some of your hopes for this research?

"This grant will allow me to do some path-breaking work on how the changes in the regulatory environment directly affect people in their everyday lives – in workplace relations and management

strategies. It will allow me to understand and explain how the changing relation between the EU and its member states is redefining the relationship between citizens and states.

The preliminary research, which leads to this project has already been published, or will soon be coming out in some of the best journals in international relations and industrial relations. A piece came out in *International Studies Quarterly* last year, in June I have something co-authored with Markku Sippola in *Work, Employment and Society*, and I've just had an article accepted to the *British Journal of Industrial Relations*. We'll continue along those lines, and also try for some migration studies journals, such as the *Journal of Ethnic and Migration Studies*. I'm also working with Miriam Wilhelm on an article combining the industrial relations in supply chains literature with the business studies supplier relations literature, which will draw on project data. We will probably try to publish this work both in industrial relations and international business journals, although we haven't decided on a venue yet. In the medium term, I foresee writing a book incorporating the various strands of the project into a coherent argument."



From left to right: Ines Wagner, Lisa Berntsen, Erka Caro.

Lillie's team

The ERC grant has allowed Lillie to build a research team, which now consists of a postdoc researcher, Erka Caro and two PhD students, Lisa Berntsen and Ines Wagner. Taking inspiration from research laboratories in natural sciences, Lillie has recruited with the goals of the project firmly in mind. Since many of the interviews have to be held (if possible) in the native language of the workers, a multi-lingual group was a key requirement and with the current team of four researchers, English, Dutch, German, French, Albanian, Italian, and Finnish are covered. Student assistants will be used to expand the range of languages as required.

In the initial phase of the project, the interviews are mostly being conducted at the Eemshaven construction site near Groningen. This is a very large worksite with many posted workers and there is good cooperation with the unions and regulatory organization, so this serves as a good starting point for the project. As the project develops, each of the four team members will take on a country case, in the Netherlands (Lisa), UK (Erka), Germany (Ines) and Finland (Lillie).

Erka was a PhD researcher at the University of Groningen in the Department of Demography, Faculty of Spatial Sciences. Her PhD dissertation focused on adjustment processes of migrants from rural to urban areas in Albania. Her main research interests are migration, adjustment and integration processes, culture, gender, place making, qualitative and mixed methods.

Ines holds an MSc in Global Politics from the London School of Economics and Political Sciences and a BA in European Studies from the University of Maastricht. She does PhD research on the reconfiguration of sovereignty through EU law and firm practices and the creation of variegated forms of regulation. She is currently conducting in-depth interviews with union officials in Germany in order to map their reaction to the labour market position of posted workers.

Lisa studied international economics at the Radboud University in Nijmegen and social and cultural anthropology at the Catholic University of Leuven. Lisa's PhD interests are labour migration, mobility, labour market segmentation, migrant communities and work experiences of migrant workers. She is currently conducting ethnographic field research in the Eemshaven and writing her PhD proposal.

A woman with dark hair is standing in a modern hallway with grey walls and gold trim. She is wearing a teal dress with a white polka-dot pattern, a white lace cardigan, dark tights, and dark lace-up shoes. She has a black bag slung over her shoulder. The lighting is dramatic, with strong shadows and highlights from a window or light source on the left.

The Research Master:

The Research Master programme at the Faculty of Economics and Business is well-known and appreciated, not only by its current students, but also by students in the Netherlands and abroad. Romanian student Anca Dranca-Iacoban decided to move to Groningen in order to follow this challenging programme. In this interview we find out more about her reasons to come here and plans for the future.

What did you do prior to your move to Groningen?

"Throughout my bachelor studies I combined academic life with volunteering. Before coming to Groningen, I studied psychology at the University of Bucharest, Romania. I enrolled in the student association affiliated to the University, ASPSE, which stands for the Student Association of Psychology and Educational Sciences. During those three years, together with my colleagues, we tried to create a learning environment by doing different projects. It was through actually experiencing the selection and recruitment process, by participating in and delivering trainings, that I discovered my passion for human resources. For example, I coordinated a project entitled "On Therapy" which aimed at familiarizing psychology students with several therapy orientations, such as cognitive behavioral therapy or experiential therapy. Within the project we went through an entire process of generating ideas, implementing them, selecting and recruiting participants, fundraising and evaluation. However practical

the projects were, and despite the enthusiasm that some of my colleagues had about these projects, I kept on wondering what made some teams more efficient than others and what motivated, ultimately, students to stay in the student association? The answer to these questions lay in research, which my university professors were less experienced in. Hence, I started searching for a master that focused on research."

Why did you choose for Groningen?

"Actually, the Groningen story began with one of my professors casually mentioning that this university has a big student campus and most importantly, it supports foreign students to study there. This was proven by the welcoming attitude that I experienced from my very first interactions. I was pleasantly surprised that even simple matters such as receiving answers to my emails occurred in less than a day. The final decision to come was sealed with the university offering of a student assistant job, which balanced out the financial feasibility of moving to the Netherlands.

Along with the welcoming attitude, I wanted a research program in English at a top university. The Research Master Programme proved to fulfill both my needs for a sound methodological foundation and that of doing research. The opportunity to choose a research field and to actually design my own research appealed to me as it was an entirely new experience. Lastly, Groningen looked like a charming student city. The more I researched it, the more specific the image of the student-

centered, bohemian, bike-filled city became apparent. And honestly, the idea of biking to school every day seemed amusing and a lot of fun (though the wind sometimes is a challenge)"

What are you working on at the moment?

"Currently, I am in the last six months of my master. I am mainly focusing on my thesis. I believe that research topics resonate with the researcher. And my story is no different in that sense. My thesis looks at the manner in which having a power position influences team members, depending on whether the team members are diverse or similar. I had the opportunity of conducting a laboratory study in which I fused elements of social psychology with those of organizational behavior. Perhaps being an international student that does research on diversity is not entirely coincidental.

What are your plans for the future?

"I plan to continue to enjoy doing research. When I came here, I wanted to find out whether or not I liked doing research. Now, a year and a half later, I know that I do. Consequently, I applied for the SOM PhD Programme. Since I was offered one of the 11 available positions, I will continue my research, blending power and diversity and applying it to the merger and acquisition setting. Specifically, I challenge the assumptions that managers are rational agents. By using elements of social psychology I intend to create a fine grained image of how merger and acquisition decisions are made."

A welcoming attitude combined with a sound methodological foundation

Iris Vis started working as a professor of Industrial Engineering at the Faculty of Economics and Business (FEB) in February 2011. Her appointment coincided with that of her husband, professor Kees Jan Roodbergen. Since both scholars work in related fields, their appointments drew quite some media attention. Time for FEB Research to find out why Vis moved to Groningen and what plans she has for the future.

Why have you moved to Groningen?

"The programme OPERA at the FEB is unique in The Netherlands. It is one of the largest research groups active in this field, the research encompasses all aspects of the supply chain, ranging from topics such as production planning and control, inventory management, warehousing, transportation planning, network design, supply chain management and reverse logistics. We apply various research methods, from operations research to empirical research. This breadth of scope provides many opportunities for new initiatives. In all, I am very excited to join this group!"

What is your area of research?

"My chair is in the field of industrial engineering, which aims to design and improve processes and systems using various approaches including mathematical modelling. Examples include distribution networks, production facilities

and service operations. In my research, I put special emphasis on the design and optimization of container terminals, vehicle routing, supply chain management and service inventory management. I am, for example, involved in several research projects studying harbour operations, container handling and container transport. The containerized transport market has been growing significantly since its introduction in the early 1960s. At the end of the previous century it was estimated that approximately 95% of the world's cargo is transported by containers stacked on ships. The total amount of containers transhipped is expected to increase by 7.9% yearly for the coming 10 years. Nowadays, ships with a capacity of 12,500 twenty foot containers moor at ports all around the world. Container terminals are constantly seeking new ways to increase their transhipment and storage capabilities. Terminal managers also seek innovative ways to cooperate in networks of terminals. The overall goal of my research projects is to support these initiatives with new planning and control mechanisms. In past projects, I have worked closely with the ports of Rotterdam and Amsterdam."

Can you tell us more about your previous jobs?

"I received my Master's degree in mathematics, with a specialisation in operations research, from the University of Leiden, and my PhD from the Erasmus University Rotterdam. Before joining the FEB I worked as an associate professor

at the VU University Amsterdam and as a visiting professor at the Virginia Polytechnic Institute. At the VU, I was chair of the research programme on distribution and supply chain logistics as well as chair of the MScBA programme for transport & supply chain management. Furthermore, I was a member of the board of the Amsterdam Business Research Institute and the MScBA committee Business Administration. And last, but not least, I am an area editor for Computers & Industrial Engineering and associate editor for OR Spectrum."

What can we expect from you in the future?

"I plan to continue my line of research, combining rigorous academic work with practical applicability. A new research project here in Groningen will be very important in this respect. An endowment by the Ubbo Emmius Fund sponsored by Groningen Seaports will allow me to work with post-doctoral researchers and a PhD student on port and network design. The FEB is also introducing many changes in its educational programmes, which poses further interesting challenges. I enjoy designing programs and courses and I am looking forward to contributing to this process."

Note:

Prof. dr. Iris F.A. Vis and Prof. dr. Kees Jan Roodbergen will both give their inaugural address at November 8, 2011 16h.

New in Groningen: Iris Vis



Selected publications of Vis

Bijvank, M., **Vis, I.F.A.** (forthcoming), Lost-sales inventory theory: a review, accepted for publication in *European Journal of Operational Research*

Vis, I.F.A., Carlo, H.J. (2010), Sequencing two cooperating automated stacking cranes in a container terminal, *Transportation Science*, 44(2), 169-182

Vis, I.F.A. and **Roodbergen, K.J.** (2009), Scheduling of container storage and retrieval, *Operations Research* 57, 456-467

Publications

Please find below an overview of publications in SOM's top and very good journals, PhD theses and books in the period November 2010 - May 2011

Journal Publications

Akkermans, D.H.M., Harzing, A.W. & Witteloostuijn, A. van (2010). Cultural accommodation and language priming: Competitive versus cooperative behavior in a prisoner's dilemma game. *Management International Review*, 50(5), 559-583.

Allers, M.A. & Elhorst, J.P. (2011). A simultaneous equations model of fiscal policy interactions. *Journal of Regional Science*, 51, 271-291.

Andrews, R.L., Currim, I.S. & **Leeflang, P.S.H.** (2011). A comparison of sales response predictions from demand models applied to store-level vs. panel data. *Journal of Business and Economic Statistics*, 29(2), 319-326.

Basu, S., **Inkelaar, R.** & Wang, J.C. (2011). The value of risk: measuring the services of U.S. commercial banks. *Economic Inquiry*, 49(1), 226-245.

Bechtoldt, M., De Dreu, C.K.W., **Nijstad, B.A.** & Choi, H.S. (2010). Motivated information processing, social tuning, and group creativity. *Journal of Personality and Social Psychology*, 99, 622-637.

Beugelsdijk, S., Slangen, A., Hennart, J.F. & **Smeets, R.A.** (2010). Why and how FDI stocks are a biased measure of MNE affiliate activity. *Journal of International Business Studies*, 41(9), 1444-1459.

Bezemer, D.J. (2010). Understanding financial crisis through accounting models. *Accounting, Organizations and Society*, 26, 676-688.

Bogt, H.J. ter & Helden, G.J. van (2011). The role of consultant-researchers in the design and implementation process of a programme budget in a local government organization. *Management Accounting Research*, 22(1), 56-64.

Bokhorst, J.A.C. (2011). The impact of the amount of work in process on the use of cross-training. *International Journal of Production Research*, 49(11), 3171-3190.

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Brand, M.J. & Croonen, E.P.M. (2010). Franchised and small, the most beautiful of all; HRM and performance in plural systems. *Journal of Small Business Management*, 48(4), 605-626.

Broekhuis, H. & Donk, D.P. van (2011). Coordination of physicians' operational activities: A contingency perspective. *International Journal of Operations & Production Management*, 31(3), 251-273.

Croonen, E.P.M. (2010). Trust and fairness during strategic change processes in franchise systems. *Journal of Business Ethics*, 95(2), 191-209.

Dikova, D., **Rao Sahib, P.** & Witteloostuijn, A. van (2010). Cross-border acquisition abandonment and completion: The effect of institutional differences and organizational learning in the international business service industry, 1981-2001. *Journal of International Business Studies*, 41(2), 223-245.

Eck, P.S. van, Leeflang, P.S.H. & Jager, J. de (2011). Opinion leaders' role in innovation diffusion: A simulation study. *Journal of Product Innovation Management*, 28, 187-203.

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Jop Woltjer and Herman de Jong (from left to right)

This paper quantifies the origin of the American lead in economic performance during the first part of the twentieth century. Recent literature particularly emphasizes the role of fast productivity increases in agriculture and services. However, we argue that the increasing lead of American income per capita originated primarily from the manufacturing sector.

We present a new comparison of levels of output and productivity of manufacturing industries in the U.S. and U.K. The novelty of the paper is that it measures value added by adjusting for the different price levels of output and inputs between both countries. Next labour input was measured in hours worked. This provides a very accurate estimate of labour productivity by industry. Our comparison focuses on the year 1935. It reveals that the American level of industrial labour productivity was three times higher than in the U.K.

Levels of U.S. productivity were high in industries like chemicals, and mechanical and electrical engineering. These were the

core industries of the so-called second industrial revolution. The successful application of new technologies and production techniques had put the U.S. at the technology frontier already by the end of the nineteenth century.

We conclude that ongoing innovations in the middle of the Great Depression in the U.S. were the decisive force in creating the extremely large transatlantic productivity gap and not the Second World War as is still widely maintained. This outcome questions existing historical models of economic growth in the western world during the twentieth century and makes a case for endogenous forces in long term development.

The paper is one of the first results of the NWO-funded project Modern Times (2009-2013) which aims to give new quantitative evidence on economic performance in European countries compared with the U.S. for the first half of the twentieth century.

Molleman, E., Broekhuis, H., Stoffels, A.M.R.R. & Jaspers, F. (2010). Consequences of participating in multidisciplinary medical team meetings for surgical, non-surgical and supporting specialties. *Medical Care Research and Review*, 67(2), 173-193.

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Osinga, E.C., **Leeflang, P.S.H.**, Srinivasan, S. & **Wieringa, J.E.** (2011). Why do firms invest in consumer advertising with limited sales response? A shareholder perspective. *Journal of Marketing*, 75, 109-124.

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Snoo, C. de, Wezel, W. van & Jorna, R.J. (2011). An empirical investigation of scheduling performance criteria, *Journal of Operations Management*, 29(3), 181-193.

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Zee, D.J. van der (2011). Building insightful simulation models using Petri Nets - A structured approach. *Decision Support Systems*, 51(1), 53-64.

PhD theses

Alex Alblas

Platform strategy for complex products and systems

Prom./coprom.: Prof.dr.ir. J.C. Wortmann & Prof.dr.ir. G.J.C. Gaalman

Defended on January 24, 2011

Olaf Bik

The behavior of assurance professionals: a cross-cultural perspective

Prom./coprom.: Prof.dr. J.A. van Manen, Prof.dr. S.J. Magala & Dr. R.B.H. Hooghiemstra

Defended on December 9, 2010

Bernard Boonstra

The hedge fund return puzzle; a macro-economic explanation

Prom./coprom.: Prof.dr. R.A.H. van der Meer & Prof.dr. E. Sterken

Defended on February 14, 2011

Wouter van Diggelen

Changing face-to-face communication: collaborative tools to support small-group discussions in the classroom

Prom./coprom.: Prof.dr. H.G. Sol

Defended on March 31, 2011

Matilda Dorotic

The influence of marketing instruments and rewarding on cardholders' behavior in coalition loyalty programs

Prom./coprom.: Prof.dr. P.C. Verhoef & Prof.dr. T.H.A. Bijmolt

Defended on December 2, 2010

Irawan Hartono

State-business relations in post-1998 Indonesia: the role of Kadin

Prom./coprom.: Prof.dr. C.L.M. Hermes & Prof.dr. B.S. Hadiwinata

Defended on March 10, 2011

Mark Huijben

Overhead gewaardeerd. Verbeteringen van de balans tussen waarde en kosten van overhead bij organisaties in de publieke sector

Prom./coprom.: Prof.dr. G.J. van Helden

Defended on January 20, 2011

Auke Hunneman

Advances in methods to support store location and design decisions

Prom./coprom.: Prof.dr. T.H.A. Bijmolt & Dr. J.P. Elhorst

Defended on February 7, 2011

Joost Impink

Voluntary disclosure of corporate performance targets

Prom./coprom.: Prof. dr. C. Cools & Prof.dr. J.F.M.G. Bouwens

Defended on May 12, 2011

Lewis Ishemoi

Fiscal disparities and intergovernmental transfers in Tanzania

Prom./coprom.: Prof.dr. J. de Haan & Prof.dr. M.A. Allers

Defended on February 10, 2011

Poppy Ismalina

An integrated analysis of socioeconomic structures and actors in Indonesian industrial clusters

Prom./coprom.: Prof.dr. L. Karsten & Dr. C.H.M. Lutz

Defended on January 27, 2011

Xuemei Jiang

Statistical and economic applications of Chinese regional input-output tables

Prom./coprom.: Prof.dr. H.W.A.

Dietzenbacher & Dr. B. Los

Defended on May 30, 2011

Khoi Le Nguyen Doan

Quality management in the pangasius export supply chain in Vietnam; The case of small-scale pangasius farming in the Mekong River Delta

Prom./coprom.: Prof.dr. J. Wijngaard & Dr. C.H.M. Lutz

Defended on April 14, 2011

Killian McCarthy

Understanding success and failure in mergers and acquisitions; questions for the Holy Grail of economics, finance and strategic management

Prom./coprom.: Prof.dr. W. Dolfsma & Prof. U. Weitzel

Defended on May 16, 2011

Ni Putu Sri Harta Mimba

Public sector performance measurements in less developed countries. The case of Indonesian local governments

Prom./coprom.: Prof.dr. G.J. van Helden & Dr. S. Tillema

Defended on January 27, 2011

Gert Nomden

Virtual cellular manufacturing. Relevance and development of heuristics for family-based dispatching

Prom./coprom.: Prof.dr.ir. G.J.C. Gaalman, Prof.dr. J. Slomp & Dr. D.J. van der Zee.

Defended on January 17, 2011

Nguyuen Lam Thu Uyen

Trade credit in the rice market of the Mekong delta in Vietnam

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

Defended on April 21, 2011

Cees de Snoo

Coordination in planning and scheduling. An organizational and behavioral perspective

Prom./coprom.: Prof.dr.ir. J.C. Wortmann, Prof.dr.ir. G.J.C. Gaalman & Dr. W.M.C. van Wezel

Defended on January 13, 2011

Erik Soepenber

Workload control under diagnosis

Prom./coprom.: Prof.dr.ir. G.J.C. Gaalman & Dr. M.J. Land

Defended on December 2, 2010

Marco Stuit

Modelling and analysis of human collaboration processes in organizations

Prom./coprom.: Prof.dr.ir. J.C. Wortmann & Dr. N. Szirbik

Defended on May 12, 2011

Nanda Wijermans

Understanding crowd behaviour; simulating situated individuals

Prom./coprom.: Prof.dr. R.J.J.M. Jorna, Dr. W. Jager & Dr. A.J. van Vliet

Defended on April 21, 2011

Books

Brakman, S. & Bergeijk, P.A.G. van (2010). *The Gravity model in prospect and retrospect*. UK: Cambridge University Press.

Maseland, R.K.J. & Beugelsdijk, S. (2011). *Culture in Economics: History, methodological reflections and contemporary applications*. UK: Cambridge University Press.

Timmer, M.P., Inklaar, R., O'Mahony, M. & Ark, H.H. van (2010). *Economic growth in Europe - A comparative industry perspective*. UK: Cambridge University Press.



Short News

Occasionally, we would like to share more news with you than the normal half page you find at the beginning of our magazine. In the past months, several FEB researchers have been appointed to various positions and awards were won.

Appointments

Dries Faems appointed professor of Innovation and Organization

Dries Faems (1977) is appointed professor of Innovation & Organization at the Faculty of Economics and Business on 16 April 2011. Faems is an expert in the field of the management of innovation strategies. Faems is currently researching exactly how organizations can improve their existing products and at the same time create new ones.

The chair in Innovation & Organization is a nucleus position with capacity for growth and falls under the responsibility of the Innovation Management and Strategy department, which concentrates on knowledge acquisition and transfer in the field of the strategic management of innovation and entrepreneurship. Faems's research will fall under FEB's SOM research school.

Boudewijn de Bruin appointed Professor of financial ethics

On 1 January 2011, Boudewijn de Bruin (1974) was appointed professor of financial ethics at the Faculty of Economics and Business. This is a new chair at the Faculty, answering a wide social need for future economists and business administrators to be schooled in ethics.

'The economic crisis has demonstrated the need for financial ethics,' says De Bruin. 'You only have to think of issues to do with bonuses, government support for banks, or the bankers' oath. However, financial ethics is barely out of the starting blocks as an academic discipline. That means that there are a lot of possibilities, both for teaching and for new research projects.'

Onne Janssen appointed as professor in Organizational Behaviour in Business and Economics

Onne Janssen has been appointed as professor in Organizational Behaviour in Business and Economics at the Faculty of Economics and Business. As member of the department of HRM&OB, he conducts research into leadership, motivation and performance, with a focus on creative and innovative working behaviour. Examples of questions that Janssen's research tries to answer are: what factors in a personality and in the context of work motivate staff members to show creative working behaviour? And when staff member propose creative ideas, how do managers and colleagues react?

Awards

Appointments

FEB Dean Garretsen in Deutsche Bundesbank Evaluating Committee

The German central bank, the Bundesbank, has appointed Dean Harry Garretsen of FEB to a committee of four international academics who will evaluate the quality of the academic research conducted by the Bundesbank. The professor of international economics and business and next Dean of the faculty is delighted with the appointment: 'The Bundesbank is one of the most prominent of the central banks, and I consider it an honour to be invited to participate', says Garretsen.

Professor Leeftang appointed Academic Trustee of Marketing Science Institute

Peter Leeftang, professor of Marketing at the FEB, has been appointed as Academic Trustee of the Marketing Science Institute (MSI). Kay Lemon (professor at Boston College) is the other new appointed trustee. The appointments were made at the Board of Trustees Meeting of the MSI in San Francisco.

Maarten Bosker and Harry Garretsen win Martin Beckmann Prize 2011

FEB researchers Maarten Bosker and Harry Garretsen won the Martin Beckman Prize for the best paper published in 2010 in 'Papers in Regional Science'. This is the official journal of the Regional Science Association International (RSAI). They received the prize for their article 'Trade costs in empirical New Economic Geography' published in Papers in Regional Science, Issue 3 (p485-511). As the winner of the prize they will receive a plaque and a small cash prize, handed over at one of the next supraregional meetings of RSAI.

Best paper award for emeritus FEB professor Jan van Helden

The paper "Examining the practical relevance of public sector management accounting research" has won the 2010 best paper award of the international journal Financial Accountability & Management (FAM, 26 (2), 2010, pp. 213-240). FEB researcher and emeritus professor of Management Accounting Jan van Helden co-authored this paper with Deryl Northcott (The Auckland University of Technology, New Zealand).

Yeliz Eseryel wins Emerald/EFMD Outstanding Doctoral Research Award

Emerald publishers awarded FEB researcher Dr. U. Yeliz Eseryel with the 2010 Outstanding Doctoral Research award for her thesis: "Leadership Behaviors and Perception in Self-Managing Virtual Teams". The prize was sponsored by the Leadership & Organization Development Journal and includes €750, and the prospect of an offer of publication in the journal.

First year Research Master student wins Fernando Cuevas essay prize at the UN Economic Commission for Latin America and The Caribbean

Renato Vargas, first year Research Master student, won, along with three other students, the Fernando Cuevas essay prize for their work on energy accounts as a means of assessing sectoral efficiency in the Central American region. Their essay analyses the possibilities and benefits of using energy accounts in developing countries as a complement to traditional energy statistics and evaluations.

Excellent results for FEB Research Master in 'Keuzegids': top 10 of 600 programmes

In the 2011 Masters Keuzegids, the Research Master (RM) of the Faculty of Economics and Business received excellent ratings. With a score of 84, the RM ranks in the top 10 of master programmes in the Netherlands (600 in total have been evaluated).

Students praise the RM programme for its content, the supervision and the facilities. The Keuzegids is a yearly Dutch publication which bases its conclusions on the opinions of students and specialists.

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Colophon

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Address

FEB Research
Faculty of Economics & Business
Research School SOM
University of Groningen
P.O. Box 800
9700 AV Groningen
The Netherlands
e-mail: febresearch@rug.nl

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