Preface

This is the tenth annual research report of the Universiteit van Amsterdam Business School (ABS). The report gives an account of the policies, organisation, activities and results of the research included in the ABS research institute (ABS-RI). Again, much has been achieved this year. Our staff have not only been active in publishing in high quality international journals and books, but also in national Dutch outlets, both academic and professional. Research output has also been made public in other ways as well, such as at internal and external seminars and conferences and via the press. An overview of activities is summarised in part A with a full list of publications and activities by programmes contained in part B. This reveals that ABS has continued to maintain its reputation as a leading centre of business research in Europe.

The highlight of our research report is the continued high level of output in quality international journals, with 26 in A-journals in 2011. Our published output of refereed articles in international research journals declined to 64 papers, but this is partially due to staff departing and the diminishing of research time in a period of financial retrenchment and reorganisation (2010-2011). The outflow of leading researchers will most certainly have its effect on output in the coming years given the time lag between research completion and publication. Recruitment has started in 2011 but some new staff will only arrive in 2012 and further recruitment is necessary to allow ABS to grow again, in line with the large student body.

I would like to take this opportunity to again thank everybody who has been important to the ABS research effort over the past year. A special word of thanks to Ans Kolk, who was research director in the period November 2010 until February 2012 (and Head of the Strategy and Marketing section from 2007 until February 2012); we are grateful for her contribution to ABS management in general, and in particular for her efforts as research director.

Finally, suggestions on how to best further our research goals are always very much welcome and appreciated.

Prof. dr. Brendan O’Dwyer
Director of the Research Institute of the Amsterdam Business School

April 2012
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PART A

GENERAL OVERVIEW
1. THE RESEARCH INSTITUTE OF THE AMSTERDAM BUSINESS SCHOOL

1.1. OBJECTIVES AND MISSION

Our strategy is to conduct and publish internationally recognised research across a broad range of business disciplines. We see research as vital to the business school; we aim to provide research based education. This does not require that all staff are renowned researchers or that all teaching modules are based on research. It does, however, require that we publish international research across the broad spectrum of business disciplines, that we have areas of excellence, that students are exposed to relevant academic research in their programmes. We also encourage all applied research to be available to and inform practitioners through professional journal outputs.

1.2. ORGANISATION

ABS-RI is the research institute of the Amsterdam Business School (and one of the two research institutes in the Faculty of Economics and Business). The structure of ABS, and the position of ABS-RI within it, is shown in figure 1. It gives an overview of the five academic sections that existed in 2011 and their concomitant research programmes. Since 2005, each of the academic sections has had a research programme that expresses the focus and output of major staff members. While section heads are accountable to the department chair for issues related to their section members, it is the research director who is responsible for research policy and strategy, and for allocation of research time based on staff members’ international refereed publications. In 2007, two new research programmes – HRM/OB, and strategy & marketing – were created, while in 2011 it was decided to discontinue the Information Management section and research programme from April 1, 2012.

The main committee in the ABS is the ABS Management Team (consisting of the Dean of the ABS (also the FEB dean), the Director of the Research Institute, the Department Chair, the Director of the Graduate School and the Director of the Institute for Executive Education). The Heads of Section, who are not part of the of the ABS MT are sent all agenda and minutes of the MT meetings. Issues discussed have included programme portfolio, budgets for sections, personnel policy and journal lists. Decisions and accompanying information are subsequently communicated to staff and, if applicable, are also put on the website. Due to the rather difficult financial situation and the crisis management installed at FEB level the two committees have not met regularly in 2010 but meetings resumed in March 2011. Additionally two separate sessions on ABS strategy were organised in 2011 and 2012, attended by the ABS MT, Heads of Section and the director of corporate connections, amongst others.

In view of the integrated nature of activities within ABS, this is a somewhat different structure than followed for other research institutes that are not part of a business school. However, we see it as crucial to embed research decision-making across the board (not only and most directly in staffing, but also to encourage and facilitate integration of research in teaching where desirable and possible). Results achieved since the creation of ABS and ABS-RI are proof that this has been a very good strategy, as also underlined by the EQUIS panel which granted us our re-accreditation in April 2010. As an illustration of the integrated nature,

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1 Those staff members not (yet) included in sections fall directly under the department chair. Output from staff members who are not included in an academic research programme of ABS-RI are listed under ‘other research’ in part B of this report.
2 It must be noted, however, that not all those included in research programmes are also by necessity formally part of the respective section.
3 It should be noted that only those with an appointment that includes research can be given research time (so not those who have a formal ‘lecturing only’ (i.e. ‘docent’) appointment).
it should be mentioned that support for the ABS-RI director is being given by the Head Administrator (bestuurssecretaris) of ABS, who also supports the department chair, and the ABS MT more broadly. In this way, a very efficient approach has been taken, with synergies being reaped in a structure that does not require a separate support office for the research institute.

Figure 1: Organisation chart of ABS-RI within ABS and FEB in 2011⁴

1.3. BACKGROUND AND STRATEGY

When ABS-RI was created in 2002, research programmes and researchers in the areas of business studies (and included in the Department of Business Studies) were brought under its umbrella. This encompassed three programmes (Corporate Finance and Financial Systems; Accounting, Organisations and Society; and Information Management/PrimaVera) and some researchers not included in programmes. As outlined in more detail in the first annual research report of the business school, a wide variety could be noted in coherence, quality and research traditions.⁵ While particularly the finance group and a few nuclei outside it already had an international research and publication record, significant steps towards international presence through academic publications had to be taken.

It was noted at the time that this strong focus on increasing international refereed publications should not harm the strengths in more applied, usually nationally-oriented, research,

⁴ The IM section and research programme will be discontinued in 2012.
⁵ Annual research report 2002, Amsterdam, pp. 5-16 (available on the research section of the ABS website, http://www.abs.uva.nl).
sometimes carried out by part-time staff members, of which there were many. This was seen to be a valuable link to practitioners, crucial for attracting (post)graduate students, external research funding and, most importantly, for achieving the ABS purpose of contributing to the societal debate and providing guidelines for management practice and policy making. For the ABS, this societal function, and the concomitant duty of helping to preserve Dutch research outlets, was and is seen as one of two equally important pillars on which government support to universities rests (with the contribution to the international academic debate as the other).

The main component of our strategy to improve research quality and output in international refereed journals has been fairly straightforward: the recruitment of good, fulltime academics with these capacities, and providing facilities and a stimulating research environment. Since 2004, significant steps were taken in recruitment, which covered all sections in a planned progression. In the first year accounting was strengthened at the full professor level, followed by management from 2005 onwards, in line with the rapid growth in student numbers. Section 2 gives details and shows developments over the years. Most research programmes now have a broad core of faculty who publish in international academic journals (see particularly section B of this report). Some areas need further strengthening (because of the growing inflow of new students, recent staff departures and the reorganisation vacancy stop).

Several supporting policies to realise our objectives have been adopted. In terms of the overall ABS personnel policy for academic staff, this has the following aims:

- to assist in the achievement of the aims of the ABS, and
- to provide an attractive working environment for the staff.

The first objective requires appropriate policies in the fields of recruitment, tenure, promotion and (early) retirement. The second requires that the ABS provides attractive employment (salary, expenses, leave, computers, office space, secretariat, promotion criteria, good management) and academic (Ph.D. students, seminars, colleagues) conditions. A highly qualified and well-motivated staff is the main asset of a teaching and research institution and essential to its success. Staff are expected to provide excellence in teaching and research and to be good colleagues, making a useful contribution to the ABS as an organisation.

Furthermore, it is ABS policy to operate a workload weighting system. Researchers with output in good international refereed journals are allocated 50% of their time for research; the other 50% is filled by teaching. Management duties, if substantial (i.e. beyond regular responsibilities such as co-ordination that comes normally with teaching), are deducted from staff members’ teaching time (this applies only to a limited number of people). This arrangement has several advantages:

- It acts as an incentive so productive academics can reduce their commitment to teaching
- It helps implement our research policy. If the majority of core staff have 50% of their time devoted to research this is a considerable investment
- It ensures equity and accountability. If there is no discrimination in teaching loads to account for other commitments, this would not recognise the considerable input by researchers.

All of the above has greatly increased research output in the past number of years. It should be noted, however, that the 2010 financial difficulties of our parent faculty FEB had some detrimental effects, as already noted in the preface. In the first half of 2010 the Dean of FEB increased the teaching load of all staff by 40% (in effect diminishing research time to 30%). Furthermore individual research allowances were cut by 40%. Together with the vacancy stop these policies placed a heavy burden on research staff. For 2011 ABS has decided to again give the full individual research allowances, whilst cutting other budgets. The increased teaching loads have also been reduced for most researchers.
2. INPUT: STAFF AND RESOURCES

2.1 RESEARCH STAFF

Table 1 clearly sets out the notable increase in research staff over the years, as well as the steep decrease in 2011. This decline is mainly due to a decrease in research time in the IM programme (since the three year grace period of the new research time allocation model terminated in 2011) as well as an overall decrease in staff in all sections due to the reorganization.

Table 1: Staff input ABS-RI

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<td>WP 3 (third flow of funds, excluding Ph.D. students)</td>
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<tr>
<td>Total Research staff</td>
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<td>WP 1 (first flow of funds, excluding Ph.D. students)</td>
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<tr>
<td>Total Research staff</td>
<td>1.84</td>
<td>1.42</td>
<td>2.11</td>
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</table>

A distinction has been made between WP1, the so-called first flow of funds, which consists of money originating from university budgets; WP2, second flow, research projects funded by the Dutch Science Foundation (NWO) or the Royal Academy of Sciences (KNAW); and WP3, third flow, funds obtained from other sources. Obtaining structural research funding from other sources than WP1, and especially WP2, is difficult. Nevertheless in the past few years, some second and third-flow funding has been obtained, and a clear strategy conveyed to all Heads of Sections is to encourage and support external funding applications. The

*In 2007 the Management Section was split into a Strategy & Marketing Section (ISM) and a Human Resource Management/Organisational Behaviour Section (HRM/OB). In 2006 there were 8,15 fte in Management (3,93 in HRM/OB, 4,22 in ISM) and in 2005 3,73 fte (0,17 in HRM/OB and 3,56 in ISM). These totals (all including Ph.D. students) are in the overall figures for ABS, but not reported separately.*
research director also takes a direct active role in this respect where applicable.

As Table 1 does not include a breakdown of funding for Ph.D. students (3.52 fte WP3 plus two students with a scholarship (fte not counted in the tables)), table 2 gives a detailed overview of the 2011 shares of first, second and third-flow funding for ABS as a whole, and for the research programmes specifically. The latter perspective exhibits considerable variety, with particularly the Strategy & Marketing programme, followed by the HRM/OB programme showing some successful diversification of sources of funding away from the first flow (see section 3). Overall, external sources accounted for 14% of total in 2011; in 2010 this was the same. While this is considerably more than in 2002, when a much smaller business school had only 9% external funding of its research staff, success in attracting external funding is fleeting and constant efforts need be put in.

Table 2: Funding sources

<table>
<thead>
<tr>
<th>Funding 2011 (programme/funding stream)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>95%</td>
<td>0%</td>
<td>5%</td>
<td>100%</td>
</tr>
<tr>
<td>Corporate Finance &amp; Financial Systems</td>
<td>91%</td>
<td>0%</td>
<td>9%</td>
<td>100%</td>
</tr>
<tr>
<td>Information Management</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Strategy &amp; Marketing</td>
<td>74%</td>
<td>6%</td>
<td>20%</td>
<td>100%</td>
</tr>
<tr>
<td>Human Resource Management / Organisational Behaviour</td>
<td>87%</td>
<td>0%</td>
<td>13%</td>
<td>100%</td>
</tr>
<tr>
<td>ABS programmes Total</td>
<td>85%</td>
<td>2%</td>
<td>13%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Within ABS many professors supervise external PhD students, who do not follow a traditional trajectory. In recent years their numbers have grown significantly (see Box 1 for the ones currently registered).

Box 1 External PhD students

**Accounting**

**Arjan Brouwer**

**Hans Duits**

**Dennis Julleens**

**Rebecca Maughan**
- *Social Accounting*, promotor: prof.dr. B. O’Dwyer [planned finalisation: October 2013]

**Finance**

**Alexander van de Minne**

**HRM-OB**

**Maarten de Haas**

**Dieuwke Wolting**

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7 Note that the Amsterdam Centre for Services Innovation (AMSI), previously part of the IM programme, has been moved to other research. AMSI is fully funded by external (3rd stream) funding and their input does not show in the figures for programmes now. Neither in the figures are, as mentioned, the two external PhD students in the IM programme with a scholarship.

8 Next to these larger projects smaller research grants obtained by individual researcher amounted to € 72.000,- in 2011.
Information Management

Peter Beyer
  Discourse in information governance, promoter: Rik Maes [planned finalisation: 2013]

Patty de Bruine

Robert G. de Boer
  The impact of organizational modularity on organizational flexibility, promoter: Rik Maes [planned finalisation: end of 2013]

Paul Elzinga
  Extensions and applications of data discovery for information-driven police governance and enforcement, promoter: Guido Dedene, co-promotor: Stijn Viaene [planned finalisation: 2014].

Dick Heinhuis
  Multichannel service distribution, promoter: Rik Maes [planned finalisation: 2014]

Steven de Hertogh
  Corporate governance techniques for enterprise 2.0, promoter: Guido Dedene, co-promotor: Stijn Viaene [planned finalisation: 2012]

Hans Hoogenboom
  Business intelligence as a model for intelligence in policing, promoter: Rik Maes, co-promotor: Erik de Vries [planned finalisation: 2015]

Saima Khan
  Knowing-in-Practice in Globally Distributed Outsourcing Arrangements, promoter: Rik Maes, co-promotor: Ard Huizing [planned finalisation: 2013]

Michiel Kooper

Cecilia Mercado
  Analysis methods for strategic innovation of ICT-based services, promoter: Guido Dedene [planned finalisation: 2012]

Edward Peters
  Discovery development with applications in healthcare management, promoter: Guido Dedene [planned finalisation: 2013].

Jan-Kees Schakel
  Knowledge transfer in acute real-time situations, promoter: Rik Maes [planned finalisation: 2014]

Anton Soetekouw
  The design of organization architecture, promotores: Guido Dedene and Rik Maes [planned finalisation: 2014].

Strategy and Marketing

Daniel van den Buuse
  Business, energy and sustainability, promoter: prof.dr. Ans Kolk, [planned finalisation: 2016].

Joris Demmers
  Organizational responses to incidents in an online context, promoter: prof.dr. Willemijn van Dolen [planned finalisation: 2015].

François Lenfant

Stephen Tsang

Laura-Rebecca Fleisher
  Flexibility of the automotive distribution system, promoter: prof.dr. Jean Johnson [planned finalisation: 2014].

Other research

Peter Blok

Ksawery Mulinski

Tilman Platz
  The efficient integration of inland waterway shipping into continental intermodal transport chains – Possibilities and Measures, Supervisors: prof.dr. Toon van der Hoorn and prof.dr. Rob van der Heijden [planned finalisation: 2012].

Jolanta Rekiel

Jacob Rutgers
  Dispersed Damages and Deterrence in Antitrust Law Enforcement, Supervisors: Joe McCahery & Maarten-Pieter Schinkel, [planned finalisation: 2012].

Evert de Smit

Walter Swinkels
  The Limits and Contributions of Internal Auditing to the control of the firm, supervisor: prof.dr. Hans Strikwerda [planned finalisation: 2013].
2.2 RESOURCES AND FACILITIES

On the basis of the research time allowances made by the ABS-RI (and the FEB’s other research institute RESAM) in 2002, the FEB allocates funds to the two institutes, which are, in the case of the ABS-RI, subsequently channelled to the sections where the researchers are formally located. In the course of 2003, a start was made to split the budgets for both research institutes. However, this division was based on a historical situation in which the ABS had few researchers and much more teaching activities than economics and econometrics; thus leading to an allocation of research funding of only one third of the total. Although the imbalance has been redressed to some extent in staff terms as a result of the appointment of business researchers, it has not yet been the case regarding the formal allocation system.

The beginning of 2010 was also the start of an improvement in the financial administration and availability of financial data for FEB. Only in 2011 did we obtain detailed data for income and expenditures at the level of the Research Institute. In 2011 total ABS-RI budget was m€ 5.8. Since the major expenditures for a research institute is the research time allocated to individual researchers, the number of research faculty within the sections largely determines the size of the budget. Roughly 6% of total costs (m€ 1.1,-) of the non-executive programme part of ABS as a whole consisted of non-staff expenditures like conference costs, travel, data etc. The majority of these were made by individual researchers (with allocated research time) from (savings on) their own research accounts, or from the funds allocated to sections, the remainder by the Research Institute.

For the non-staff budget of the ABS-RI for 2011 the following breakdown can be given.

Table 3: ABS-RI non-staff budget 2011

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribution for ABS PhDs in the Tinbergen Institute (TI)</td>
<td>120000</td>
</tr>
<tr>
<td>Contribution to individual Research Accounts</td>
<td>210000</td>
</tr>
<tr>
<td>Research funding for non-TI PhD students</td>
<td>50000</td>
</tr>
<tr>
<td>PhD networks</td>
<td>4800</td>
</tr>
<tr>
<td>Data</td>
<td>200000</td>
</tr>
<tr>
<td>Other costs ABS-RI</td>
<td>11000</td>
</tr>
<tr>
<td></td>
<td>595800</td>
</tr>
</tbody>
</table>

As to facilities for Ph.D. students, this either goes via the Tinbergen Institute⁹ (particularly for Ph.D. students in the finance area) or, for the others, directly via ABS-RI. Facilities like computers, software and the library are provided centrally (university, faculty).

⁹ See www.tinbergen.nl
3. **OUTPUT: ACTIVITIES AND RESULTS**

3.1 **ACTIVITIES AND INITIATIVES**

Although the climate for research and related activities was less hospitable in the beginning of 2011 than in earlier years due to the financial situation described above the many individuals in ABS nevertheless contributed in various ways to building our school.

In 2011, many seminars have taken place again at ABS, organised by different research groups and programmes, frequently with prominent (international) guests as well as our own staff. Another important activity has been the preparation and submission of research grant proposals. Considerable effort has been put in this year again, as shown in box 2, which gives an overview of the applications for both 2nd and 3rd flow of funding. As already noted in section 2.1, there have been some success for both smaller and larger grants in both second and third stream funding.

**Box 2: Applications for external funding in 2011**

<table>
<thead>
<tr>
<th>Name</th>
<th>Project Description</th>
<th>Sponsor/Grant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dolen, W.M. van (2012)</td>
<td>Research project ‘The antecedents and consequences of online sentiment’, sponsored by</td>
<td>Oxyme B.V. [granted]</td>
</tr>
<tr>
<td></td>
<td>Dolen, W.M. van (2011) Research project ‘Reducing prank chatting to Kindertelefoon Nederland’, sponsored by</td>
<td>Bitlibre [granted]</td>
</tr>
<tr>
<td>Dolen, W.M. van (2011)</td>
<td>Software for data collection, sponsored by Oxyme B.V.</td>
<td></td>
</tr>
<tr>
<td>Dolen, W.M. van (2011)</td>
<td>Software and chat-application development for data collection Childline, sponsored by</td>
<td>Trinicom and Q42</td>
</tr>
<tr>
<td>Saraceno, M (2011)</td>
<td>Marie Curie Grant.</td>
<td></td>
</tr>
</tbody>
</table>

**Box 3: Best paper award for Deanne den Hartog**

*What paper was awarded?*

The Centre for Creative Leadership and the *European Journal of Work and Organizational Psychology* have awarded the best paper prize to my article, “Empowering behaviour an fairness and integrity: Studying perceptions of ethical leader behaviour levels-of-analysis perspective” published with Annabel H. B. De Hoogh in 18 (2) of the *European Journal of Work and Organizational Psychology*.

*What is the paper about?*

Ethical leadership is seen as important by many researchers and practitioners. However, empirical research on ethical leader behaviour is limited and to date multilevel research is hardly found in this area. This paper examines the relationships of two forms of perceived ethical leader behaviour (fairness and integrity and empowering behaviour) with subordinates’ trust and commitment from a levels-of-analysis perspective, using within and between analysis (WABA).
As expected, perceived ethical leader behaviour was positively related to trust as well as affective and normative commitment and negatively to continuance commitment. Perceived empowering behaviour was more strongly related to affective commitment than perceived fairness and integrity. Perceptions of empowering behaviour in relation to trust and commitment vary both within and between groups. This suggests an individual differences perspective in which subordinates' views of empowering behaviour develop independently. Fairness and integrity shows several between-groups effects with limited within-group variation, suggesting that people within groups tend to share perceptions of leader's fairness and integrity. Keywords: Perceived ethical leader behaviour; Trust; Commitment; Levels-of-analysis.

Did they give anything besides the honor?
This award, sponsored by the Center for Creative Leadership, an educational institution whose main campus is in Greensboro, NC, USA, carries with it a $1,000 cash award. And as lead author I was also invited to present our paper at a special session of the European Association of Work and Organizational Psychology conference in Maastricht, The Netherlands in May 2011. Costs of coach-fare travel to Maastricht and a night hotel stay will also be reimbursed.

More broadly, and as included in part B of this part, there have been many activities in terms of dissemination of knowledge and linkages with managers, policymakers and other stakeholders, at the level of individual researchers, research groups and also at the level of the organisation.

3.2 ASSESSMENTS OF ACADEMIC REPUTATION

An obvious way to assess academic reputation is publications in high-quality international refereed journals. Part B of this report and section 3.3 give further information on the output, which has included a considerable number of international journal articles, accepted for publication or already published in 2011. There are other indicators, including judgements of external parties. In 2009 a panel from EFMD visited ABS; in April 2010, our Equis accreditation was prolonged. Table 3 summarises the overall judgement in scores for research. The categories are ‘below standard’; ‘meets standard’; and ‘above standard’. EQUIS notes that ‘meets standard’ is “not to be interpreted as meaning that the institution is mediocre or that it barely qualifies at a minimum level”, ‘above standard’ means that “the institution demonstrates outstanding quality, well above the level required to satisfy the EQUIS standard in this area, where it can be considered a model of excellence”. Strength of the research culture, quality of the research output, and effective evaluation of research activity and output are all characterised as being in this outstanding category.

Table 4: Scores for research and development by Equis panel

<table>
<thead>
<tr>
<th>Item</th>
<th>Above standard</th>
<th>Meets standard</th>
<th>Below standard</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Clear policy</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.2</td>
<td>Strength of the research culture</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.3</td>
<td>Effective organisation and management of the School’s research activities</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.4</td>
<td>Adequacy of support processes and resources</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.5</td>
<td>Time allocated to research</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.6</td>
<td>Quality of the research output</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.7</td>
<td>Effective evaluation of research activity and output</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.8</td>
<td>Contribution to the relevance of teaching programmes</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.9</td>
<td>Distinctive expertise</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.10</td>
<td>Explicit policy for innovation and development</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10 Taken from publication summary.
Another sign of academic reputation is staff members’ activities as (associate) editors and editorial board members of international refereed journals. Box 5 gives an overview of such positions for A and B journals (for all journals see the respective programmes in part B). As to inclusion in this box, we have (like in the tables where publications are counted, see 3.3) listed full-time staff members here, as well as part-time staff members with a formal appointment, but the latter only if their UvA-affiliation has been included in the journal.

<table>
<thead>
<tr>
<th></th>
<th>ABOVE standard</th>
<th>MEETS Standard</th>
<th>BELOW standard</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achievements in the area of innovation and development</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>5.12</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International scope and recognition of research</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>5.13</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relevance to companies and their managers</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

Box 4: Board memberships A and B journals 2011

O’Dwyer, B. (2011). Member of editorial boards of Accounting, Organizations and Society; Contemporary Accounting Research; British Accounting Review; Associate editor of Accounting, Auditing and Accountability Journal.
Praag, C.M. van, (2011) Editor Small Business Economics.

3.3 OVERVIEW OF THE 2011 OUTPUT

The aggregated numbers of ABS publications in 2011 are shown in table 4. As in previous years, it presents the results divided into different categories: academic publications in refereed journals; non-refereed journals; book chapters; and monographs. For each, a distinction is made between international (English) and Dutch publications. In addition, since ABS published a new journal list in 2007, from that year onwards these categories are also reported.
Table 5: Aggregated results 2011

<table>
<thead>
<tr>
<th>TOTAL</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Academic publications in international refereed journals</td>
<td>29</td>
<td>55</td>
<td>57</td>
<td>60</td>
<td>69</td>
<td>69</td>
<td>78</td>
<td>64</td>
</tr>
<tr>
<td>A</td>
<td>8</td>
<td>24</td>
<td>15</td>
<td>16</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>36</td>
<td>32</td>
<td>39</td>
<td>37</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in Dutch refereed journals</td>
<td>15</td>
<td>28</td>
<td>18</td>
<td>14</td>
<td>17</td>
<td>22</td>
<td>22</td>
<td>16</td>
</tr>
<tr>
<td>in other international journals</td>
<td>9</td>
<td>5</td>
<td>7</td>
<td>8</td>
<td>6</td>
<td>13</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>in other Dutch journals</td>
<td>7</td>
<td>14</td>
<td>10</td>
<td>12</td>
<td>6</td>
<td>13</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>papers in proceedings</td>
<td>8</td>
<td>16</td>
<td>30</td>
<td>19</td>
<td>22</td>
<td>26</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>chapters in books (international)</td>
<td>13</td>
<td>26</td>
<td>33</td>
<td>14</td>
<td>17</td>
<td>18</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>chapters in books (Dutch)</td>
<td>15</td>
<td>5</td>
<td>14</td>
<td>13</td>
<td>12</td>
<td>2</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>2) Monographs International</td>
<td>31</td>
<td>38</td>
<td>1</td>
<td>0</td>
<td>4</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dutch</td>
<td>32</td>
<td>54</td>
<td>51</td>
<td>6</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3) Ph.D. theses</td>
<td>26</td>
<td>46</td>
<td>75</td>
<td>1</td>
<td>0</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4) Professional publications</td>
<td>18</td>
<td>21</td>
<td>30</td>
<td>37</td>
<td>32</td>
<td>14</td>
<td>26</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
<td>171</td>
<td>187</td>
<td>225</td>
<td>197</td>
<td>184</td>
<td>210</td>
<td>193</td>
</tr>
</tbody>
</table>

We pay specific attention to the first three lines of the table, as this is where we were particularly lagging when the business school was created in 2001. Compared to 2004, the earliest year included in this report, the number of international refereed articles is 2.2 times higher (it is 3.9 times higher than in 2001), which is clearly a result of the steps taken, most notably the increase in research staff and higher productivity overall of existing staff. It is also noteworthy that it is not only the finance programme that shows strong performance but there is also again a considerable number of A publications this year across ABS. As noted in the preface our published output of refereed articles in international research journals declined, probably due to staff leaving and diminishing research time in a period of financial retrenchment and reorganisation (2010-2011). The outflow of top-researchers will most certainly have its effect on output in the coming years also since there is an inevitable, considerable time gap between the start of a research project, subsequent journal submission and actual publication – this spans several years. In addition to this gap between submission and acceptance/publication that applies to all staff, it should also be noted that most researchers that were attracted since the establishment of the ABS are at the assistant professor level (tenure track positions for those who, on appointment, just finished/submitted their thesis), so for them in particular not everything that has been sowed in terms of submissions (and articles in the process of revise and resubmit) are apparent. To give some indication of what can be expected in future years in terms of international journal publications, we have also included, in part B, the forthcoming publications that we were aware of at the time of the finalisation of this report. This is namely also output related to the steps taken in the past few years. The number of accepted articles by researchers employed by ABS in 2011 has been substantial, and amounted to 18 in A journals and 18 in B journals by early spring 2012.

As to the number of Ph.D. theses defended, this has been considerable again (8, see box 7), given relatively small numbers in previous years. While this is again much higher than in 2009, it should be noted that the number is largely a function of the projects started, plus some external PhD students (see box 4); finalisation is consequently uneven over the years as result. Current numbers of Ph.D. positions are not growing as shown in Table 1.

Box 5 ABS Dissertations in 2011


More details of our activities and results, including the full publication lists, can be found in the next chapters, in part B.
Chapter 4 Corporate Governance Research Initiative

4.1 Overview

Corporate governance is the research priority area of the University of Amsterdam Business School (ABS). Corporate governance is of fundamental importance to economic and social progress. Recent institutional level failures during the financial crisis have been attributed to weaknesses in corporate governance. Increasing societal pressure implies that corporate governance is no longer only concerned with financial issues driven by shareholder interests, but also needs to include social and environmental concerns reflecting a much broader set of constituents, embedded in the organisation as a whole. Thus, the research subject of corporate governance now also embraces what we term a crucial sustainability dimension. This sustainability focus explicitly incorporates social and environmental concerns and focuses particular attention on managerial practices and leader behaviours in the governing of organisations.

Our focus on corporate governance embraces examinations and theorisations of the processes of governance at organisational levels, addresses management practices and leadership roles, and highlights their impact on corporate social as well as financial performance. This places a stronger focus on the role of governance in supporting sustainability both in terms of environmental issues and social responsibility, consistent with the UvA’s wider commitment to sustainability. Our research in this area is developing rapidly to deal with questions such as:

- How do senior management leadership characteristics influence governance processes aimed at enhancing social performance?
- How do managers establish strategies, systems and processes to enhance organisational accountability for their sustainability impacts?
- How can alternative conceptions of governance help to improve both social and financial organisational performance?
- How do internal governance processes change in response to non-shareholder pressures?
- How can recent management failures in corporate governance enable us to develop more accountable governance and leadership processes?
- How does corporate governance relate to internal capital markets and institutional investors?

Addressing these questions is vital if we are to better understand how the governance of organisations can be improved and contribute more directly to sustainability and corporate responsibility. Moreover, the importance of addressing these questions has been widely recognized in different local and international forums and research on this is in high demand from top tier academic journals in the various sub-fields of management. Addressing these questions requires an interdisciplinary business approach combining insights and methods from the accounting, strategic and human resource management fields. Given the existing research priority of corporate governance, the ABS already contains excellent and broad expertise here. This is evidenced in the productivity of its researchers, the top quality outlets in which they publish, the international subject matter addressed, and the international diversity of the researchers themselves. The senior research team demonstrates a level of excellence in this area which is difficult to match within Europe.

The present activities in ABS that take an interdisciplinary business approach to the sustainability dimension of corporate governance are spread among three research programmes, namely those in accounting; human resource management–organizational
behaviour; and strategy & marketing. In addition to this ABS also has the more traditional
orientation towards corporate governance issues as represented by our excellent finance
group. All are led by internationally outstanding professors (respectively Brendan O’Dwyer,
Deanne den Hartog, Ans Kolk and Enrico Perotti), the researchers in these groups adopt
innovative, interdisciplinary approaches: as emerging, novel topics are involved, existing
approaches usually do not suffice, and new ways of conceptualising, measuring, testing, and
empirically studying the phenomena (both quantitative and qualitatively) are needed – at the
same time, they should build on and be relevant to existing ‘mainstream’ research.

4.2 Input

Table 6 research in fte Corporate Governance Research Initiative

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Function</th>
<th>Total 2011</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>FINANCE/ACLE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boot, A.W.A.</td>
<td>prof.dr.</td>
<td>hgl</td>
<td>0,80</td>
<td>1</td>
</tr>
<tr>
<td>Dari-Mattiacci, G</td>
<td>prof.dr.</td>
<td>hgl</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Claessens, C.A.M.F.</td>
<td>prof.dr.</td>
<td>hgl</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Lopez de Silanes Molina, F.</td>
<td>prof.dr.</td>
<td>hgl</td>
<td>0,18</td>
<td>1</td>
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<tr>
<td>Perotti, E.C.</td>
<td>prof.dr.</td>
<td>hgl</td>
<td>0,70</td>
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<tr>
<td>Schinkel, M.P.</td>
<td>prof.dr.</td>
<td>hgl</td>
<td>0,50</td>
<td>1</td>
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<tr>
<td>Martin, J.</td>
<td>dr</td>
<td>ud</td>
<td>0,50</td>
<td>1</td>
</tr>
<tr>
<td>Sautner, Z.</td>
<td>dr</td>
<td>ud</td>
<td>0,50</td>
<td>1</td>
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<tr>
<td>Karsten, Ch.</td>
<td>msc</td>
<td>aio</td>
<td>0,60</td>
<td>1</td>
</tr>
<tr>
<td>Hendriks, E.</td>
<td>msc</td>
<td>aio</td>
<td>0,60</td>
<td>1</td>
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<tr>
<td>Wu, B.</td>
<td>msc/dr</td>
<td>aio</td>
<td>0,40</td>
<td>3</td>
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<tr>
<td>ACCOUNTING</td>
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<td></td>
</tr>
<tr>
<td>O’Dwyer, B.</td>
<td>prof.dr.</td>
<td>hgl</td>
<td>0,50</td>
<td>1</td>
</tr>
<tr>
<td>Veenman, D.</td>
<td>dr</td>
<td>ud</td>
<td>0,33</td>
<td>3</td>
</tr>
<tr>
<td>O’Sullivan, N.</td>
<td>dr</td>
<td>postdoc</td>
<td>0,80</td>
<td>1</td>
</tr>
<tr>
<td>Boomsma, R.</td>
<td>msc</td>
<td>aio</td>
<td>0,60</td>
<td>1</td>
</tr>
<tr>
<td>STRATEGY &amp; MARKETING</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kolk, A.</td>
<td>prof.dr.</td>
<td>hgl</td>
<td>0,50</td>
<td>1</td>
</tr>
<tr>
<td>Rinnooy Kan, A.</td>
<td>prof.dr.</td>
<td>hgl</td>
<td>0,00</td>
<td>1</td>
</tr>
<tr>
<td>Bridoux, F.</td>
<td>dr</td>
<td>postdoc</td>
<td>0,80</td>
<td>1</td>
</tr>
<tr>
<td>Haxhi, L</td>
<td>dr</td>
<td>ud</td>
<td>0,50</td>
<td>1</td>
</tr>
<tr>
<td>Pinkse, J.</td>
<td>dr</td>
<td>ud</td>
<td>0,33</td>
<td>1</td>
</tr>
<tr>
<td>Slangen, A.</td>
<td>dr</td>
<td>ud</td>
<td>0,33</td>
<td>1</td>
</tr>
<tr>
<td>Muller, A.</td>
<td>dr</td>
<td>ud</td>
<td>0,50</td>
<td>1</td>
</tr>
<tr>
<td>Stoelhorst, J.W.</td>
<td>dr</td>
<td>uhd</td>
<td>0,50</td>
<td>1</td>
</tr>
<tr>
<td>HRM/OB</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Den Hartog</td>
<td>prof.dr.</td>
<td>hgl</td>
<td>0,50</td>
<td>1</td>
</tr>
</tbody>
</table>

| Total 1st flow of funds           | 10,24   |
| Total 2nd flow of funds           | 0,00    |
| Total 3rd flow of funds           | 0,73    |
| Total 1st f.o.f. excl. Ph.D’s     | 7,79    |
| Total all flows of funds          | 10,97   |
| Ph.D. students                    | 2,85    |

4.3 Output

In recognition of their excellence, the UvA scholars have received numerous international
awards for their work, which include: the 2010 European Social Investment Forum Best
European research paper award; the Fellowship award from The Leadership Trust; the 2009
Faculty Pioneer Lifetime Achievement Award from the Aspen Institute and the European Academy of Business in Society, and several Best Paper awards in leading international journals. Publications reach the top ‘mainstream’ A journals in the respective fields (see part B of this report), the key professors fulfil roles in prominent international academic organisations and in mainstream A and B journal editorial boards (see box 5 in Chapter 3), and have co-edited several special issues of both international specialised and ‘mainstream’ B journals. Nationally and internationally, ABS is now widely renowned in the areas of corporate governance and sustainability. This was also recognised by the 2010 EQUIS international accreditation (prominent for business schools worldwide).

Highlights in 2011 include the Emerald Publishers Research Impact award for a seminal paper by Brendan O’Dwyer, the start of an international seminar series on Corporate Governance (organised by Ilir Haxhi, the first two presenters being Ruth Aguilera (University of Illinois) and Michel Goyer (Warwick Business School)), the continuing of the excellent finance group seminar series (with presenters from NYU, Yale, INSEAD, HBS, LBS), the best paper prize by the European Journal of Work and Organizational Psychology for an article by Deanne den Hartog (see box 3), and the Ross Best Paper Award for an article by Zach Sautner en Stefan Arpring on Corporate Governance and Leverage.

Key publications


PART B

PUBLICATIONS & PROGRAMMES
4. ACCOUNTING

Programme directors: Prof.dr. Brendan O’Dwyer
Starting date: January 1, 2000
Department/Section: Business Studies/Accounting
JEL classification: M: Accounting; Business Administration and Business Economics
METIS-code: uva/feb/abs/acc
Website: www.abs.uva.nl/accounting
VSNU scores 2002: Quality: 3, Productivity: 3, Relevance: 4, Viability: 3
VSNU scores 2009: Quality: 3.5, Productivity: 4, Relevance: 4, Viability: 4

4.1 PROGRAMME OVERVIEW

The Accounting Section's research programme focuses on accounting in the broadest sense. As a whole, the programme is distinctly and deliberately interdisciplinary in nature, adopting theoretical perspectives from different disciplines, and informed by various research methodologies and methods. The key research themes are: Corporate governance, accountability and sustainability; Financial accounting and capital markets; and Management accounting. These research themes are not only addressed for their theoretical, but also for their societal importance, thus helping to provide guidelines for accounting and accountability practice and policymaking where possible and appropriate. Researchers have recent publications in several A and leading B international journals such as Accounting, Organizations and Society, Contemporary Accounting Research, Accounting, Auditing and Accountability Journal, Accounting and Business Research, Review of Accounting Studies, The Accounting Review, and The Journal of Management.

A number of researchers focus on examining issues of accounting and accountability in different organizational contexts. Researchers here embrace interdisciplinary perspectives and qualitative methodologies and methods. These researchers are actively engaged in research examining corporate and non-governmental organization (NGO) accounting and accountability; social and ethical accounting and reporting; sustainability reporting assurance practice; financial sector social accountability processes; corporate stakeholder engagement; and professional accounting disciplinary procedures. There is also an emerging emphasis on the study of audit quality.

Researchers in the area of management accounting are examining customer profitability analysis (using cost price information to value customer relationships, and evaluate the return on marketing decisions); the role and design of management control systems in the public sector; target costing and the design of incentive and rewards systems;

A number of researchers have also focused on empirically assessing the impact of financial accounting on financial decision making and the impact of financial decisions on financial reporting and the trading activities of corporate insiders. These researchers seek to combine the financial accounting and finance disciplines in order to research issues surrounding market efficiency, fundamental analysis and valuation, issues of accounting choice, financial management and governance. This research stream has, however, suffered from the loss of some key researchers in 2011 and current recruitment is seeking to replace departed staff with a Full Professor appointment in this area beginning in August 2012.
4.2 Input

4.2.1 Input Research Staff

Table 7: Input in FTE Accounting

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<th>Name</th>
<th>Title</th>
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<th>Total 2009</th>
<th>Total 2010</th>
<th>Total 2011</th>
<th>Funding</th>
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| Total 1st flow of funds     | 6,63  | 6,73     | 6,05       |
| Total 2nd flow of funds     | 0,00  | 0,00     | 0,00       |
| Total 3rd flow of funds     | 0,60  | 0,60     | 0,29       |
| Total 1st f.o.f. excl. Ph.D.’s | 4,43  | 5,13     | 4,65       |
| Total all flows of funds    | 7,23  | 7,33     | 6,34       |
| Ph.D. students              | 2,80  | 2,20     | 1,69       |

4.2.2 Input: Funding

The largest amount of funding for this programme has been the allocation of research time to faculty (1st flow of funds). Next to that, the ABS research institute offered a personal research allowance to all staff members with a Ph.D. degree who had a 0.5 FTE research time allocation, and funding for Ph.D. students for their training and research expenses. As to external funding for staff, this involved one position (in total accounting for 5% of the research programme’s staff). 3rd flow of funding for a PhD student.
4.3 OUTPUT: EVALUATION AND RESULTS

4.3.1 EVALUATION OF 2011 RESULTS BY PROGRAMME DIRECTOR

2011 has been an excellent year in terms of high quality output. For example, the number of A journal publications in 2011 was equal to the total number of A publications for the preceding 4 years. Moreover, the list of forthcoming publications beyond 2011 indicates that the future of this group looks very positive despite the loss of some high performing researchers in 2011 (some of whom have now been replaced). Several younger scholars have publications at advanced review rounds several high ranking A and B journals and the research pipeline of all research staff is extensive with collaboration within the section continuing to flourish. The remaining Ph.D. students are also progressing well with one student expected to complete in 2012 and another in 2013. The research seminar series continues to attract leading international and national academics in the various sub-disciplines of accounting.

4.3.2 OVERVIEW OF RESULTS

Key publications of the programme

Table 8: Publications in numbers

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<th>Accounting</th>
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<td>3) Ph.D. theses</td>
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<td>4) Professional publications</td>
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Box 6 Forthcoming international publications


**Articles in international refereed journals**


**Articles in Dutch refereed journals**


**Academic publications in other international journals**


**Papers in proceedings**


**Dissertations**


**Professional publications**


Working- and discussion papers


Goot, L.R.T. van der & Giersbergen, N. van (2011). Look who is talking now, Analyst Recommendations and Internet IPOs. Working paper.


Popular publications


Contributions to academic conferences, workshops and seminars

Participation in academic networks & fellowships
Boomsma, R. (2011). Member of Centre for Social and Environmental Accounting Research (CSEAR), St. Andrews University, Scotland.
O’Dwyer, B. (2011). International Associate of The Centre for Social and Environmental Accounting Research (CSEAR), University of St. Andrews.
O’Sullivan, N. (2011). Member of Centre for Social and Environmental Accounting Research (CSEAR), St. Andrews University, Scotland.

Member editorial board/editor international refereed journals
O’Dwyer, B. (2011). Member of editorial boards of Accounting, Organizations and Society; Auditing: A Journal of Practice and Theory; Contemporary Accounting Research; British Accounting Review; International Journal of Qualitative Research in Management; Australian Accounting Review; International Journal of Auditing; Social and Environmental Accountability Journal. Associate editor of Accounting, Auditing and Accountability Journal

Member editorial board/editor Dutch refereed journals

Referee activities
O’Dwyer, B. (2011). Referee for Accounting, Organizations and Society; Accounting, Auditing and Accountability Journal; Contemporary Accounting Research; Journal of Business Ethics; Financial Accountability and Management; Critical Perspectives
on Accounting; European Accounting Review; The British Accounting Review; International Journal of Qualitative Research in Management; International Journal of Auditing; Social and Environmental Accountability Journal; Qualitative Research in Accounting and Management.


Membership of academic committees (including Ph.D. committees outside the FEB)


Research contributions in the media


Various activities


Prizes and honours

O’Dwyer, B. (2011). Winner of the Emerald Publishers 2011 Impact of Research Award for the sole authored paper entitled "Conceptions of corporate social responsibility the nature of managerial capture" published in Accounting, Auditing & Accountability Journal in 2003. The publishers state that: “the winning article for this award is considered ‘seminal’ in the community and demonstrates the significant impact it has on one or more of the following areas: the body of knowledge, practice, teaching and learning, public policy making, society and environment and the economy.”


2nd and 3rd stream funding


**Box 7 External PhD students Accounting**

**Arjan Brouwer**

**Hans Duits**

**Dennis Jullens**

**Rebecca Maughan**
Social Accounting, promotor: prof.dr. B. O’Dwyer [planned finalisation: October 2013]
5. Corporate Finance & Financial Systems

Programme director: Prof. dr. E.C. Perotti
Starting date: January 1, 1992
Department/section: Business Studies/Finance
JEL classification: G: Financial economics
METIS-code: uva/feb/abs/fin/
Website: www.abs.uva.nl/financegroup

5.1 Programme overview

The degree and form of external finance varies greatly among corporations and across countries. Modern corporate finance recognizes that agency and informational problems create substantial frictions to raise funding, and may distort corporate choices. Potential conflicts exist between management and external providers of funds, as well as between investors and other stakeholders.

The modern literature places institutions supporting contractual enforcement at the centre of the design of financial markets and institutions. The research programme gives considerable attention to financial systems, assessing both empirically and theoretical the foundations, merits and limits of the process of financial allocation in developed and developing countries and the importance of property rights (Claessens and Laeven, 2003; Haber and Perotti, 2008). A broad framework has emerged to study comparative features of investor protection, financial competition and regulation. This approach combines law and finance and political economy of finance to complement the economic approach, and explains the temporal evolution of financial systems (Pagano and Volpin, 2003; Perotti and von Thadden, 2006). Different configurations of roles of banks, private investors and market investors imply very different corporate choice (Boot and Thakor, 2007). The evidence points to a critical role for corporate governance, including governance in financial intermediation (Cremers, Huang and Sautner, 2010).

The research programme also cover issues in asset pricing and the management of financial long term risks, both for financial institutions and for corporations. Here a new impulse has come from the financial crisis, which has highlighted the drawbacks of practices in the financial industry based on traditional assumptions of price efficiency. Novel research in the program is directed at understanding the incentive and behavioral foundations of risk taking, price formation and lending, to provide a fundamental framework for the analysis of financial reform (Perotti, Ratnovski and Vlahu, 2011; Campello, Giambona, Graham, and Harvey, 2011).
## 5.2 INPUT

### 5.2.1 INPUT RESEARCH STAFF

**Table 9: Input in fte Finance**

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<tr>
<th>Name</th>
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<th>Function</th>
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<th>Total 2010</th>
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**Total 1st flow of funds** 10,51 8,88 6,30
**Total 2nd flow of funds** 0,60 0,40 0,00
**Total 3rd flow of funds** 0,90 0,26 0,65
**Total 1st f.o.f. excl. Ph.D.’s** 7,21 6,99 5,35

**Total all flows of funds** 12,01 9,54 6,95
**Ph.D. students** 4,30 2,55 1,60

### 5.2.2 INPUT: FUNDING

The largest amount of funding for this programme has been the allocation of research time to faculty (1st flow of funds). Next to that, the ABS research institute offered a personal research allowance to all staff members with a Ph.D. degree who had a 0.5 fte research time allocation, and funding for Ph.D. students for their training and research expenses. The Duisenberg School of Finance co-funds PhD positions of PhD-student who join the group through the Tinbergen Institute.
5.3 OUTPUT, EVALUATION AND RESULTS

5.3.1 PROGRAMME EVALUATION BY PROGRAMME DIRECTOR

The Finance Group at the UvA has been for some years one of the most prominent research oriented finance groups in Europe. Both senior and junior faculty continue to show a high rate of success in top finance and economics journals. Peak performance was achieved in 2008-2010, at a time when almost no finance faculty in Europe equalled its performance in top publications. Unfortunately, the group has suffered massively from the financial chaos of the faculty, losing half of all senior staff and four of its prominent young researchers. Recruiting has now restarted with good success, with three junior researchers and one senior joining the group. Thanks to strong student interest and full classes, the finance group is running a robust surplus and has a clear perspective of regaining ground. While the current faculty has an excellent core around corporate finance and banking, the main challenge is to reconstruct the asset pricing side.

In corporate finance, governance and banking, the programme has produced original theoretical work at the highest level (Arping, Boot, Perotti, Schroth). A special area of high performance has been financial regulation (Boot, Perotti), where the senior staff enjoys very high academic and policy impact unmatched in the Netherlands, thanks to its role in the IMF, DNB, Bank of England and the ESRB advisory council (Boot, Claessens, Perotti). The research group has progressively increased its profile in empirical analysis (Beber, Claessens, Giambona, Lopez de Silanes, Sautner), which has enjoyed its best publications in the last year, though the asset pricing area has suffered from many departures. A strong strand of the research profile has been in corporate governance, financial development and political economy (Perotti, Claessens, Lopez de Silanes, Sautner), where the program contributed to the top research in the field. Several of the most influential and widely cited contributions in the area in the last few years were summarized in two important review articles published or forthcoming in the Journal of Economic Literature.

Empirical asset pricing and risk management (Beber, Chaieb, Cosemans, Driessen, Phalippou) has been wiped out by staff loss, with researchers leaving for London, MIT, Oxford, Geneve and Tilburg. Active researchers ensure very strong performance in behavioral finance and real estate finance.

The group has lost one associate professor, two full professors, two assistant professors and two lecturers. Limited compensation has been provided by two junior hires, though of excellent quality. Once again, the group has recruited internationally at the AEA-AFA meetings, confirming its status as the most attractive Dutch faculty in finance for international candidates.

PhD graduates continue to excel in their placement. In the last years, graduates have taken positions at NYU Stern, Copenhagen Business School, Michigan State University, the National University of Singapore, the World Bank and the IMF. Two PhD students graduated in 2011, one will this year, while three doctoral students have joined the department. Thanks to secure funding and the increased participation in doctoral education at TI (four courses planned next year in place of one in 2011-12), we expect this number to increase further.

5.3.2 EXPLICIT INDICATORS OF ACADEMIC REPUTATION (OTHER THAN THAT ALREADY MENTIONED IN LIST OF PUBLICATIONS/ACTIVITIES)

The group is an active international research hub, with an excellent academic network in the US and Europe. Researchers have excellent coauthors at Harvard, MIT, LBS, NYU, Toulouse, Duke, Univ of Illinois and Berkeley.
The group maintains a top seminar series, with a seminar each week, often joint with DNB, which is funding the series. Researchers in the group also organize international conferences, including a top annual asset pricing conference to resume in 2013.

Faculty members have a significant involvement in the Duisenberg School of Finance, where the group is well represented in managerial positions and as research fellows.

5.3.3 Explicit indicators of societal impact (other than that already mentioned in the list of publications/activities)

The department used to rank second in Europe in terms of publications in top finance and economics journals. Faculty members of the research program contributed overwhelmingly to the top ranking granted by SSRN in 2008 to the Amsterdam Business School as the top business school outside the US in terms of number of research papers downloaded per author. The Finance Group was then the most frequently downloaded finance department outside the US. The situation has changed, though the group retains a top standing on a reduced scale.

Faculty members of the Finance Group routinely present at the American Finance Association, the Western Finance Association and the European Finance Association Meetings.

Members of the group make frequent contributions to international and Dutch quality opinion newspapers and are often cited by the national and international press for their research results.

5.3.4 Overview of results

Key publications

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**Box 8: Forthcoming international publications**


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**Articles in international refereed journals**


39
Articles in Dutch refereed journals

Academic publications in other international (refereed) journals

Academic publications in other Dutch Journals

Chapters in books (international)

Chapters in books (Dutch)

Dissertations

Professional publications

Popular publications

Working- and discussion papers
Capital Regulation. Universiteit van Amsterdam.
Contributions to academic conferences, workshops and seminars


Giambona, E. (2011, November). Ohio State University, Columbus, Ohio.


Schroth, E. (2011, June). Search Frictions and the Liquidity of Large Blocks of Shares. 46th Annual Conference of the Western Finance Association, Santa Fe, NM.


Other lectures on research


Perotti, E. (2011, April). PhD lecture series on Organization Economics. MIT.


Organisational contributions to conferences, workshops and seminars


Perotti, E. (2011, September). Main Organizer, DNB Big Picture Workshop on Basel III and Solvency II.


Participation in academic networks & fellowships


Boot, A.W.A. (2011). Honorary Professor University of Ljubljana.

**Volume-editorship**

**Member editorial board/editor international refereed journals**


**Referee activities**


**Membership of academic committees (including Ph.D. committees outside the FEB)**
Boo, A.W.A. (2011). Member of The Royal Netherlands Academy of Arts and Sciences (KNAW).
Prizes and honours
Sautner, Z. (2011). Winner Van der Schroeff Award for Best Lecturer of the Faculty of Economics and Business, Universiteit van Amsterdam.
Sautner, Z. (2011). Best Lecturer Award, Duisenberg School of Finance.

Various activities
Booth, A.W.A. (2011). Director Amsterdam Center for Law & Economics.
Booth, A.W.A. (2011). Director Amsterdam Center for Corporate Finance.
Booth, A.W.A. (2011). Member expert group MinEZ, financing MKB (Commissie de Swaan).

Box 9: External PhD students Finance
Alexander van de Minne
Regional Decline, Human Capital, Demand for Housing and Housing Prices, promotor: prof.dr. M.K. Francke [planned finalisation: 2013]

Programme director: Prof. dr. D.N. den Hartog
Starting date: January 1, 2007
Department/Section: Business Studies/HRM-OB
METIS-code: uva/fcb/abs/hrm
Website: http://www.abs.uva.nl/hrmob
VSNU scores 2009: n.a.

6.1 Programme Overview

Employees are central to the success of organizations. How to manage the employment relationship such both high levels of employee performance and high levels of employee wellbeing are achieved, is therefore a challenge for organizations around the globe. Firms are becoming aware of the key importance of (managing) their employees. Leadership and HRM plays a crucial role there. How can firms ensure their HRM policies and leadership and management practices fit with the environment and each other? This is a first question studied by researchers in this programme.

As HRM gains strategic influence, core HRM tasks such as the selection, development and motivation of employees are no longer only the domain of specialized personnel departments. Increasingly, individual line managers take on more such tasks. How do leaders within firms recruit, develop, manage, and inspire the responsible, proactive and engaged employees firms need to meet their goals now and over time? How do firms ensure responsible, innovative, and ethical employee and management behaviour at all levels? How can firms make sure they their employees fit with the organization and their tasks? How to select and manage ethical, innovative, and motivated behaviour of both employees and their leaders is a core area of the researchers of the human resource management and organizational behavior section.

A dilemma is that when HR becomes more strategic, the crucial role of HR in ensuring wellbeing or as employee champion often gets decreasing attention. This balancing act between ensuring performance and guarding well-being is another important issue studied by researchers in this programme. A related area of interest to the group is how the rapidly changing nature of work and organizations as well as the changing context of firms impact on HRM, employees and leadership. For example, what happens as the workforce becomes more diverse, the work more project-based, and the context more international? Do our “traditional” models of management, HRM, and leadership still hold?

The human resource management and organizational behavior section of the ABS aims to conduct and publish high-quality internationally recognized research in the HRM-OB field that contributes to our understanding in this field. Through their publications in reputable and peer refereed international journals and contributions to international conferences, the researchers of the group aim to contribute to international academic debates. Yet, the applied nature of the field and relevant topics under study imply that the work is also of practical and societal relevance. The research topics include (strategic) HRM, selection and assessment, employee well-being, person-organization fit, employees’ trust, commitment, motivation, and emotions at work, the impact of ethical and charismatic leadership on employees and organizations, the consequences of project-based organizing for firms and their employees, how to stimulate proactive and innovative employee behaviour in firm, the role of time in organizations as well as cross-cultural issues in these areas, such as expatriate management and leadership across cultures. The research done by the group is multidisciplinary in nature and uses both qualitative and quantitative methods. Our objectives for the coming years include further building up of our research program, improving and expanding our research and publications in high level outlets, strengthening our international ties.
6.2 Input

6.2.1 Input Research Staff

Table 11: Input in fte Human Resource Management – Organisational Behaviour

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|                  | Total 1st flow of funds | 5.15 | 4.75 | 3.58 |
|                  | Total 2nd flow of funds  | 0.00 | 0.00 | 0.00 |
|                  | Total 3rd flow of funds  | 0.10 | 0.60 | 0.55 |
|                  | Total 1st f.o.f. excl. Ph.D.'s | 2.75 | 3.05 | 2.45 |
|                  | Total all flows of funds | 5.25 | 5.35 | 4.13 |
| Ph.D. students   | 2.40 | 1.70   | 1.13 |

6.2.2 Input: Funding

The largest amount of funding for this programme has been the allocation of research time to faculty (1st flow of funds). Next to that, the ABS research institute offered a personal research allowance to all staff members with a Ph.D. degree who had a 0.5 fte research time allocation (although teaching loads were up due to the reorganization period at the faculty), and funding for Ph.D. students for their training and research expenses. As to external funding for staff, this involved two positions (in total accounting for 13% of the research programme’s staff): 3rd flow (EU) funding for two researchers.

6.3 Output: Evaluation and Results

6.3.1 Programme Evaluation by Programme Director

The human resource management and organizational behavior section of the ABS at the UvA is a small, relatively young, international and research active group. Faculty has shown a good rate of success in high quality journals in the areas of work and organizational psychology, human resource management, leadership and general management. For example, since our start up in 2007 publications have appeared in top level journals such as the Journal of Applied Psychology, the Journal of Marketing, the Leadership Quarterly, the Journal of
Organizational Behavior, Organization Studies, and the Journal of Management Studies. Faculty members are also reviewers for and members of editorial boards of important journals in the field. Particularly strong areas of the program over the past few years include cross-cultural, charismatic and ethical leadership (Den Hartog), Human Resource Management (Boon; Keegan; Den Hartog), proactive employee behaviour (Belschak; Den Hartog) and Sales Management (Belschak). In these areas, the program shows top quality international research, with increasing and high quality publications of which several are already well-cited. One paper on ethical leadership by Den Hartog published in 2009 was awarded a best paper prize this year. Several other topics the group members have invested in are starting to lead to high quality publications as well including Person-Environment Fit (Boon), the role of time (Van Eerde), selection (Mol) and affect and emotions (Belschak; Den Hartog).

2011 has seen a continuation in the recent research achievements in the programme although the output was clearly under pressure due to the tensions and increased teaching loads of the recent reorganization. While the academic output of the group in terms of quantity was thus somewhat reduced in 2011, the research active staff are still publishing in leading international journals. Moreover, the list of forthcoming publications for 2012 is outstanding by international standards and represents a significant improvement again, bringing the group back up to and even beyond the level of 2009 and 2010 already in terms of number of accepted publications and this forthcoming list includes several high ranking A and B journals. The research pipeline of all research staff is now extensive and greater collaboration within the section and externally is also evident from the new work people are producing.

The group is still relatively new and small, some more time and research capacity would help to build the program to its full strength. Some growth is still needed for the program to stabilize. The extra pressure on teaching of the past period implied less time for research and thus a slower growth of the research output than ideal. Besides the current senior and junior faculty, we started 2011 with three PhD candidates at different stages of their projects. All are starting to send out their research papers to high quality journals and conferences. One PhD student finished and will defend her thesis in 2012 (Abu Gazaleh), the other two are finalizing in 2012. Several external PhD projects are also on the way, one is likely to finalize his dissertation in 2012 (De Haas). A new internal PhD student will be recruited and will start in 2012. More PhDs can help strengthen the program over time.

6.3.2 OVERVIEW OF RESULTS

Key publications
Table 12: Publications in numbers

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Box 10 Forthcoming international publications


**Articles in international refereed journals**


Chapters in books (international)


Working- and discussion papers


Popular publications

Contributions to academic conferences, workshops and seminars


Hartog, D.N. den (March 2011). Charismatic and Ethical Leadership, Current issues in work and organisational psychology seminar, University of Bergen, Norway.

Hartog, D. N. den (2011, April). Panelist at Understanding the Implications of Modern Organizational Changes for Team Leadership, SIOP meeting, Chicago.


Mol, S.T., Kismihók, G., Szabó, I., Vas, R., Zoino, F., Sorrentino, G., Castello, V. & Duijts,


Other lectures on research


Organisational contributions to conferences, workshops and seminars


Participation in academic networks & fellowships


**Member editorial board/editor international refereed journals**


**Referee activities**


**Membership of academic committees (including Ph.D. committees outside the FEB)**

Hartog, D.N. den (2011, July). Member Ph.D. committee F.M. De Poel (Rijksuniversiteit Groningen, Faculty of Economics and Business; supervisor: Prof. dr. J. Stoker).

Hartog, D.N. den (2011, October). Opponent at the Ph.D defense of N. Hoogervorst (Erasmus Universiteit; supervisor: Prof. dr. D. de Cremer).

Hartog, D.N. den (2011, October). Member Ph.D. committee B. Nevicka (Universiteit van Amsterdam; supervisor: Prof. dr. A. van Vianen).

Hartog, D.N. den (2011, October). Member Ph.D. committee M. Vanhalla (Lappeenranta University of Technology; supervisor: Prof. dr. K. Blomqvist).


**Research contributions in the media**

Havermans, L.A. (2011, 11 November). Sharing research results for article in Finext Wrap-
Up.


Prizes and honours

2nd and 3rd stream funding

Various activities
Hartog, D. N. den (2011). Board member International Association of Applied Psychology, Board member Dutch HRM network, HR Ambassador Academy of Management, Representative at Large OB Division Executive Committee Academy of Management, FEB representative Ethics committee University of Amsterdam.

Box 11: External PhD students HRM-OB

Maarten de Haas

Dieuwke Wolting
7. INFORMATION MANAGEMENT - PRIMAVERA

Programme directors: Prof. dr. ir. R.E. Maes & prof. dr. G. Dedene
Starting and end dates: January 1, 1998 – April 1, 2012
Department/Section: Business Studies/Information Management
METIS-code: uva/feb/abs/im
Website: http://primavera.feb.uva.nl
VSNU scores 2002: Quality: 3, Productivity: 3, Relevance: 3, Viability: 2
VSNU scores 2009: Quality: 3, Productivity: 3, Relevance: 4, Viability: 3.5

7.1 PROGRAMME OVERVIEW

Information management is the research field investigating the management and use of information and information technology in and between organisations. Traditionally, research in this field has paid (and is still paying) a lot of attention to information technology as such and to the direct business-information technology link, e.g. in terms of strategic alignment (Henderson and Venkatraman, 1993). Recent research, however, indicates that these approaches miss two crucial linking pins for information technology to add value to business and for business to exploit the dematerialisation of economic activity: 1) ‘information and communication’ as intermediary, mediating concepts bridging business and information technology, and 2) ‘architecture and infrastructure’ as similar concepts bridging the strategic and operational levels of organisational attention.

This research programme is focused on the conceptual and practical development of ‘information and communication’ and ‘architecture and infrastructure’ as the core concepts defining information management. It aims at the rigorous codification and testing of a specific information management language, which is capable of articulating and addressing the traditional gaps between business and information technology as well as between strategy and operations in a novel way. Put differently, the programme participants use a common frame of reference stating that a full comprehension of information management entails that it has to be studied interdependently at the strategic, (infra-) structural and operational level, and from the point of view of business, information/communication and technology, whereby ‘information and communication’ and ‘architecture and infrastructure’ are considered to play pivotal roles.
7.2 Input

7.2.1 Input research staff

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Total 2nd flow of funds: 0,00 0,00 0,00
Total 3rd flow of funds: 0,00 0,00 0,00

7.2.2 FUNDING

Most researchers in this programme have not received research time under the system for research time allocation in 2011. Currently two PhD students are working on a thesis on entrepreneurship with a scholarship from the Chinese government.

7.3 OUTPUT

7.3.1 FUTURE DEVELOPMENTS

It has been decided that, due to a reorganization of the Faculty of Economics and Business, the Information Management programme will discontinue as of April 1, 2012. This will be the final report which dedicates a separate chapter on Information Management research. As of next year remaining IM-research results will be part of other programmes or presented in the Other Research chapter.
7.3.2 OVERVIEW OF THE RESULTS

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<tr>
<td>3) Ph.D. theses</td>
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<tr>
<td>4) Professional publications</td>
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</table>

Key publications


Articles in international refereed journals


**Articles in Dutch refereed journals**


**Papers in proceedings**


In D. Ignatov et al. (eds), Proceedings of the International Workshop on Concept Discovery in Unstructured Data, Moscow, Russia.


Chapters in books (international)

Monographs (International)

Dissertations


Professional publications

Contributions to academic conferences, workshops and seminar


Avital, M. (2011, June). The Quest for PhD, Doctoral Students Workshop of Amsterdam Business Research Institute (ABRI), VU University, Amsterdam.


Institutes, Higher Education Leadership Academy, Kuala Lumpur.

**Other lectures on research**

**Organisational contributions to conferences, workshops and seminars**
Participation in academic networks & fellowships
Abcouwer, A.W. (2011). Director in the Board of the Association for Information Systems (AIS) Special Interest group on Education (SigEd).

Member editorial board/editor international refereed journals
Avital, M. (2010- present). Associate Editor Information Systems Research (ISR).

Member editorial board/editor non-refereed and Dutch journals

Referee activities
Membership of academic committees (including Ph.D. committees outside the FEB)
Abcouwer, A.W. (2011). Member of the ICTO programmaraad, Universiteit van Amsterdam.
avital, M. (2010-present). International Representative-at-Large, Executive Committee of Organization Communications and Information Systems Division, Academy of Management.
Huizing, A., (2011). Member of PhD Committee of A. Snel (Universiteit van Amsterdam).
Maes, R. (2011). Member of Ph.D. Committee of P. Karré (Universiteit van Amsterdam).
Maes, R. (2011). Member of Ph.D. Committee of W. van Diggelen (Rijksuniversiteit Groningen).
Maes, R. (2011). Member of Ph.D. Committee of W. Mulder (Universiteit van Amsterdam).

Various activities

Box 12 External PhD students Information Management

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<td>Peter Beyer</td>
<td>Discourse in information governance</td>
<td>Rik Maes</td>
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<td>Patty de Bruine</td>
<td>ICT and policy in The Netherlands</td>
<td>Rik Maes, Hans Jägers</td>
<td>2012</td>
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<td>Robert G. de Boer</td>
<td>The impact of organizational modularity on organizational flexibility</td>
<td>Rik Maes</td>
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<td>Paul Elzinga</td>
<td>Extensions and applications of data discovery for information-driven</td>
<td>Guido Dedene, Stijn Viaene</td>
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<td>Dick Heinhaus</td>
<td>Multichannel service distribution</td>
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<td>Steven de Hertogh</td>
<td>Corporate governance techniques for enterprise 2.0</td>
<td>Guido Dedene, Stijn Vlaen</td>
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<td>Hans Hoogenboom</td>
<td>Business intelligence as a model for intelligence in policing</td>
<td>Rik Maes, Erik de Vries</td>
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<td>Saima Khan</td>
<td>Knowing-in-Practice in Globally Distributed Outsourcing Arrangements</td>
<td>Rik Maes, Ard Huizing</td>
<td>2013</td>
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<td>Michiel Kooper</td>
<td>Development of an Information Governance Framework</td>
<td>Rik Maes &amp; Edo Roos-Lindgreen</td>
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<td>Cecilia Mercado</td>
<td>Analysis methods for strategic innovation of ICT-based services</td>
<td>Guido Dedene</td>
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<td>Edward Peters</td>
<td>Discovery development with applications in healthcare management</td>
<td>Guido Dedene</td>
<td>2013</td>
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<td>Jan-Kees Schakel</td>
<td>Knowledge transfer in acute real-time situations</td>
<td>Rik Maes</td>
<td>2014</td>
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<td>Anton Soetekouw</td>
<td>The design of organization architecture</td>
<td>Guido Dedene and Rik Maes</td>
<td>2014</td>
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8. STRATEGY & MARKETING

Programme director: Prof.dr. A. Kolk
Starting date: January 1, 2007 (previously part of the Management Research programme)
Department/Section: Business Studies/Strategy and Marketing
METIS-code: uva/feb/abs/ism
Website: http://www.abs.uva.nl/strategyandmarketing
VSNU scores 2009: n.a.

8.1 PROGRAMME OVERVIEW

This research programme focuses on strategy and marketing in the broadest sense, and has as special feature its cross-disciplinary attention for innovative new topics, most notably corporate social responsibility & sustainability, online media and the creative sectors. The programme views organisations, and managers, as central actors, and it focuses on the actions and interactions of organisations and their internal and external stakeholders. It brings together researchers who aim to publish in international refereed journals of reputable standing, and thus contribute to international academic debates. In addition, research themes are not only addressed for their theoretical, but also for their societal importance, thus helping to provide guidelines for management practice and policymaking where possible and appropriate. As a whole the research programme is distinctly multidisciplinary in nature, adopting theoretical perspectives from different disciplines, and using various research methods that fit the topic at hand.

Our research on strategy studies firms and networks, in relation to competitiveness and innovation, and the business environment broadly defined. The focus of this research is on the development, implementation and coordination of strategies in interaction with national, regional and global institutions, and on the implications for firms, managers and their shareholders/stakeholders. There is a special interest in the influence of non-financial (ethical, environmental, social) issues on firms’ strategies, practices and behaviours. Current research topics include strategy and governance across borders, corporate social responsibility, partnerships and development; innovation, strategy and entrepreneurship, with some specific attention to the creative sectors and to sustainability issues; and the application of evolutionary and behavioural theories to strategy and organisation.

Our research in marketing is, in several ways, linked to the topics studied by the strategy staff members. It focuses on (product) innovation, consumer attitudes and the interactions/relations between customers/clients and organisations, in the broader societal setting considering the boundaries of marketing as well. Current research topics include customer and employee satisfaction in relation to corporate social responsibility/sustainability; marketing and innovation, with particular attention to the creative industries and new media; entrepreneurial opportunity and new (green) product development. We are increasingly using online unstructured data (from blogs, forums, helplines, social networks) to examine consumer voice and sentiment, and the implications for firms and regulators. This provides ample opportunities for cross-disciplinary collaboration as it extends to strategy as well.
8.2 Input

8.2.1 Input Research Staff

Table 14 Input in fte

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8.2.2 Input: Funding

The largest amount of funding for this programme has been the allocation of research time to faculty (1st flow of funds). Next to that, the ABS research institute offered a personal research
allowance to all staff members with a Ph.D. degree who had a 0.5 fte research time allocation, and funding for Ph.D. students for their training and research expenses. As to external funding for staff, this involved several positions (in total accounting for 26% of the research programme’s fte – which is a clear increase compared to 18% in 2011): 2nd flow of funding for one postdoc, and 3rd flow of funding for junior researchers/PhD students in particular. Prof.dr. Charles Weinberg (The University of British Columbia) has continued to visit ABS, with several research projects ongoing with some researchers in the programme.

8.3 OUTPUT: EVALUATION AND RESULTS

8.3.1 EVALUATION OF 2011 RESULTS BY PROGRAMME DIRECTOR

This relatively new research programme, created in 2007, has shown an impressive performance in just a few years. From a very small group that relied on output by just a few individuals, it has grown to a much larger one in which the aim to target A journals is widespread, in ambition and also realisation to a considerable extent, coupled with a consistent flow of papers to international B journals as well. Over the years, the number of international refereed journal publications has really taken off, as shown by a steady stream of publications since 2008, also in A journals, which cover both strategy and marketing topics. By now there are around 14 forthcoming international refereed articles, including two in A journals. The output of conference papers, other work in progress, and papers under reviews at journals (including several in second rounds at A journals), shows a healthy ambition and proper direction of the programme. The research volume, in terms of staff input, has decreased slightly in 2011 if we look at first-stream funding – due to a vacancy stop in 2010 and the departure of several senior researchers in the second half of the year. Success in obtaining external funding has helped to increase the number of junior researchers on temporary contracts.

While overall the programme has developed well since 2007, there are serious challenges in retaining the most productive and more senior staff. If we look at the output of 2010 and 2011 (and that applies to forthcoming publications as well), a considerable portion of the A/B journal articles were written by researchers who left in 2011 or will leave in 2012 (for personal reasons, or better career/salary opportunities elsewhere). This applies to 2 out of the 7 A journal articles in 2010, and 4 out of the 11 A journal articles in 2011; as well as to half of the B journal output in 2009, 2010 and 2011. While some staff turnover is a normal phenomenon as such, and also extends the network (to business schools in Canada, the UK, US and France), it is a clear concern as well. We have been able to attract talented young staff who joined from early 2012 onwards, particularly at the assistant professor level, and have very promising Ph.D. students. As such, we are confident that they can develop in the next few years, and also hit good journals, often in collaboration with the more senior researchers, and supported by the good research climate. Still, the balance between more experienced senior researchers with a steady stream of A/B journal publications on the one hand, and junior researchers on the other, has become much less favourable, which means that the development of the programme will be slower than it would have been otherwise.

8.3.2 EXPLICIT INDICATORS OF ACADEMIC REPUTATION

In the five years since its start, the programme has established a clear presence in international reputable outlets, in both international business (with publications in leading IB/IM journals such as JIBS, MIR, JWB, IBR, IMR, JIM), management, strategy and entrepreneurship (e.g. AMR, JMS, JoM, JBV, SMJ), marketing (e.g. JR, IJRM, JPIM, MS). While our focus on some specific topics (sustainability, corporate social responsibility, creative industries) clearly comes to the fore in these publications in ‘mainstream’ journals, some of this output is also
published in leading specialised journals (e.g. JBE, B&S). There are regular international best paper awards and other signs of international reputation (emerging scholar award, dissertation finalist, best reviewer awards).

In addition to (forthcoming) publications, programme members have also been active in submitting external funding proposals, again with some success (several grants that helped fund junior researchers as well as a Ph.D. project approved by the Dutch Science Foundation, NWO, starting per January 2012). Members of the programme have been active as reviewers and editorial board members, and co-editors of special issues of international journals.

8.3.3 EXPLICIT INDICATORS OF SOCIETAL IMPACT

Programme members serve on boards of several organisations, academic, more practitioner-oriented or somewhere in between those two, and reach out on their research. The list of output and activities below gives an overview of these activities as well. Areas in which societal impact is most visible is online marketing (a large project with Child line the Netherlands), the creative industries (projects on creative business incubators and networks, festivals and cultural activities in the Amsterdam region; design of product service systems), corporate social responsibility and sustainability. Several programme members have participated in the Partnership Resource Centre (coordinated by RSM Erasmus University, and funded by the Dutch Ministry of Development Cooperation) that focuses on partnerships for development. Several applied research projects were carried out, resulting in position papers, and articles in progress.

8.3.4 OVERVIEW OF RESULTS

Key publications of the programme


### Table 15 Publications in numbers

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### Box 13 Forthcoming international publications

**Forthcoming international publications**


**Articles in international refereed journals**


Academic publications in other international journals

Papers in proceedings

Chapters in books (international)

Dissertations

Professional publications

Working- and discussion papers


**Popular publications**


**Contributions to academic conferences, workshops and seminars**


Ebbers, J.J. (2011, August). The risks of having more than one good reputation: how new ventures' top management teams are perceived by investors, Annual Meeting Academy of Management, San Antonio.


Kolk, A. (2011, October). Multinationals and climate change: Institutions, location and


Other lectures on research
Dolen, W.M. van (2011, 22 March). Presentation: How to use Social Media for marketing purposes, Amgen practitioner seminar.


Organisational contributions to conferences, workshops and seminars


Amsterdam.
Leenders, M.A.A.M. (2011). Organizer, ISM Research Seminar, ISM.

**Participation in academic networks & fellowships**
Bridoux, F. (2011). Associate Member of the Center for Research in Entrepreneurial Change and Innovative Strategies (CRECIS).

**Member editorial board/editor international refereed journals**

**Referee activities**


Membership of academic committees (including Ph.D. committees outside the FEB)

Research contributions in the media

Prizes and honours
Muller, A. (2011). Best Reviewer Award, Academy of Management, San Antonio, USA.
Academy of International Business, Nagoya, Japan.
Stoelhorst, J.W. (2011). Outstanding Reviewer Award, Academy of Management (BPS division), San Antonio, USA.

2nd and 3rd stream funding
Dolen, W.M. van (2012). Research project ‘The antecedents and consequences of online sentiment’, sponsored by Oxyme B.V. for € 20,000 [granted].
Dolen, W.M. van (2011). Research project ‘Reducing prank chatting to Kindertelefoon Nederland’, sponsored by Bitlibre € 10,000 [granted].
Dolen, W.M. van (2011). Software for data collection, sponsored by Oxyme B.V.

Various activities
Dolen, W.M. van (2011). Jury of Marketing Excellence Awards, NIMA.
Dolen, W.M. van (2011). Member of Recommending Committee International Research Project 211, Marketing Associatie Amsterdam.
Dolen, W.M. van (2011). Member of Kenniskring Amsterdam.
Dolen, W.M. van (2011). Member of advisory board, Marketing Associatie Amsterdam.
Dolen, W.M. van (2011). Member of advisory board, Oxyme B.V.
Dolen, W.M. van (2011). Member of advisory board, The Amsterdam MBA Foundation.
Dolen, W.M. van (2011). Member of advisory board, NIMA.
Muller, A. (2011, September). Visiting professor, Hong Kong Baptist University.
Wijnberg, N.M. (2011). Member of Werktafel CINext Business Innovation, topteam Creatieve Industrieën.

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<td><strong>Joris Demmers</strong></td>
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<td><strong>Stephen Tsang</strong></td>
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</table>
Laura-Rebecca Fleisher

Next to output by research staff that does not fall within one of the regular research programmes, this chapter also lists publications by staff attached to the executive educational programmes, who provide a valuable link with the business world and regularly publish on current topics in business for a wider audience. Furthermore output by staff from our faculty attached to the Amsterdam Center of Law and Economics (ACLE), the Amsterdam Centre for Services Innovation (AMSI), and fiscal economics is presented here.

### Table 16 Research in fte

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Table 17 Publications in numbers

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<td>4) Professional publications</td>
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Box 15 Forthcoming international publications


Articles in international refereed journals


*Articles in Dutch refereed journals*


Academic publications in other Dutch Journals


Chapters in books (international)


Chapters in books (Dutch)


Monographs (International)

Monographs (Dutch)


Papers in proceedings


Dissertations


Professional publications


Gool, P, van (2011). Beschouwing over plan Forum voor Housing and Living (FHL) voor
herijking van het corporatiebestel. 24 January.

Working- and discussion papers


Popular publications


Gool, P. van (2011). Van de professor. Contribution to Almanak Amsterdam School of Real Estate Alumni Association 2011 (pp. 16-17). ASRE.


Contributions to academic conferences, workshops and seminars


Blok, C. de & Aa, W. van der (2011, April). Co-development and dissemination in open service innovation, Conference Open innovation and new business creation, University of Southern Denmark.


Cseres, K.J. (2011, June 16-17). Activating Competition: Consumers’ Participation in the Economic Realization and the Legal Control of Competitive Markets, Consumers in Competition Policy’ 7th Annual Conference of The Centre for Competition Policy (CCP) at the University of East Anglia (UEA).


Cseres, K.J. (2011, December 1). Integrate or separate? Institutional designs for enforcing competition law and consumer protection, Merging Market Authorities: Mix & Match, Thursday, Ministry of Economic Affairs, Agriculture and Innovation.


Dari-Mattiacci, G. (2011, June 12). University of Amsterdam, Legal Uncertainty, Faculty of Law. Economy of the EU ETS, Doctoral workshop, Université libre de Bruxelles.


Han, M.A. (2011, July 1-3). Competition and Regulation European Summer School (CRESSE), Rhodos, Greece.
Han, M.A. (2011, May 9-10). Competition Law & Economics Network (CLEEN), Florence, Italy.
Han, M.A. (2011, April 8-10). International Industrial Organization Conference (IIOC), Boston, USA.
Han, M.A. (2011, June 4-5). Workshop on IP & Competition Law & Economics, Max Planck Institute Munich, Germany.
Hertog, P. den (2011, April). Managing Service Innovation: Key dimensions and firm capabilities, Roskilde University, Roskilde.
Ven, J. van de (2011). Framing Contracts – Comment, JITE Workshop Testing Contracts, Krakow, Poland.
Other lectures on research


Conijn, J. (2011, September 8). De geblindeerde commissaris, SOM-seminar.


Conijn, J. (2011, October 12). Masterclass NSW, NSW.


Hertog, P. den (2011, 27 September). The scope for service innovation policy, KNOWINNO first expert meeting on R&D and innovation in services, OECD, Paris.

Kampschöer, G.W.J.M. (2011, June 23). De fiscale uitleg van het commerciële groepsbegrip’ op de Nationale Verslaggevingsdag; Voortgezette Educatie Register Accountants (VERA), Houten.
Praag, C.M. van (2011, October 6). Ondernemerschap, Centers for Entrepreneurship en onderzoek, Lecture at BID Conference Entrepreneurship and Education organized by the Ministries.
Praag, C.M. van (2011, October 27). De Hoogleraar onder druk, Spui 25, met Rens Bot, Selma Leijdesdorff, Abram de Swaan.
Organisational contributions to conferences, workshops and seminars


Dari-Mattiacci, G. (2011, December 16-17). Chair and Discussant, Negligence or Strict Liability: Should we use the Simplest Rule for a Complex world? (by Pierre Garello), Italian Society of Law and Economics, University of Turin, Italy.


Praag, C.M. van (2011, April 28). ACE/EL&I Conference Young and Innovative Entrepreneurship, with ao Saul Estrin, Zoltan Acs and Maxime Verhagen.
Praag, C.M. van (2011, October 27). Amsterdamse Academische Club and Spui 25, debate ‘de hoogleraar onder druk’.
Schinkel, M.P. (2011). Member of the IIOC program committee.
Schinkel, M.P. (2011, 20 May). Chair, 7th annual ACLE Competition & Regulation Meeting on ‘Competition Policy for Emerging Economies: When and How?’, Amsterdam;

Participation in academic networks & fellowships
Praag, C.M. van (2011). Research Fellow ACLE.
Praag, C.M. van (2011). Research Fellow IZA Institute for Labour Market Research, Bonn.
Praag, C.M. van (2011). Research Fellow Tinbergen Institute.
Praag, C.M. van (2011). Research Professor Max Planck Institute of Economics, Jena.
Zeben, J.A.W. van (2011). Organizing committee member Society for Environmental Law and Economics

Volume-editorship

Member editorial board/editor international journals
Cseres, K.J. (2011). Editorial board member Legal issues of Economic Integration.
Praag, C.M. van, (2005-) Editor Small Business Economics.

**Member editorial board/editor Dutch journals**

**Referee activities**
Han, M.A. (2011). Referee for *Economics of Governance and TPEdigitaal*.
Wit, J.G. de (2011). Referee for *TPE digitaal*.

**Membership of academic committees (including Ph.D. committees outside the FEB)**
Hertog, P. den (2011, 4 July). Member of the PhD committee of Jorge Gallego (University of Alcalá; supervisor Prof Luis Rubalcaba).
Hertog, P. den (2011, 26 October). Member of the PhD committee of Liting Liang (University of Manchester; supervisor Prof Ian Miles).
Praag, C.M. van (2011). Member Curatorium Chair “Ethnic entrepreneurship”, IMES UvA (Sponsored by VNO NCW).
Praag, C.M. van (2011). Member Advisory Board of the UvA/AMC Technology Transfer Office.
Praag, C.M. van (2011). Member Supervisory Board of the EIM scientific program ‘SME’s and entrepreneurship’.
Praag, C.M. van (2011). Chairmain ‘Begeleidingscommissie’ Adviesraad Wetenschap en Technologiebeleid ‘Ambitious Entrepreneurship (Research consortium led by Erik Stam)


Praag, C.M. van (2011, July 1). Member Ph.D. committee J. Sol (Erasmus Universiteit Rotterdam; Supervisor: prof. R. Dur), Incentives and Social Relation in the Workplace.

Praag, C.M. van (2011, October 5). Member Ph.D. committee M. Hoogeveen (University Tilburg; Supervisors: prof. dr. A.C. Rijkers & prof. dr. I.J.F.A. van Vijfeijken), De kwaliteit van de fiscale bedrijfsoptwiklingswetgeving.

Praag, C.M. van (2011, December 13). Member Ph.D. committee Anne-Claire Hoyng (Universiteit van Amsterdam; Supervisor: A. Heertje), Turgot en Smith: een paar apart.

Wit, J.G. de (2011, April 14). Member Ph.D. committee H. Jeekel (Erasmus Universiteit Rotterdam; supervisor: Prof.dr. ir. G. Teisman).

Wit, J.G. de (2011, September 21). Member Ph.D. committee P. Riemens (Vrije Universiteit Amsterdam; supervisors: Prof.dr. O.C. van Leeuwen RA & Prof. Dr. P.G.W. Jansen).

Wit, J.G. de (2011, November 28). Member Ph.D. committee Ch. Cantarelli (Technische Universiteit Delft; supervisor: Prof.dr. B. van Wee & Prof. Dr. B. Flyvbjerg).

Research contributions in the media


Praag, C.M. van (2011). NRC Handelsblad, Jonge ondernemer is aanjager van economie, February 14.
Praag, C.M. van (2011, June). Column in Talent naar de top, De business case is er echt: realiseer diversiteit in management.
Praag, C.M. van (2011, November 17). Zaken doen met Mirjam van Praag, BNR Nieuwsradio.
Praag, C.M. van (2011, January 18). Discussieleider Big Improvement Day.
Praag, C.M. van (2011, March). Interviews/artikelen on diversity and management on research with Hoogendoorn and Oosterbeek, Financieele Dagblad, Volkskrant, other media.

**Prizes and honours**

Han, M.A. (2011). Robert F. Lanzillotti Prize for the Best Paper in Antitrust Economics, Awarded for the paper "Monitoring Managers Through Corporate Compliance Programs" (joint with Charles Angelucci), International Industrial Organization Conference (IIOC) in Boston MA, USA, 8-10 April.
Praag, C.M. van (2011). Amsterdam Center for Entrepreneurship winner of the European Enterprise Award, European Commission.

**2nd and 3rd stream funding**

Reprints

Various activities
Buitelaar, W. (2011). Chairman of Advisory Committee Chair Strategy, FEB.
Buitelaar, W. (2011). Member of Advisory Committee Chair Ien Dales, FRG.
Buitelaar, W. (2011). Member of Advisory Committee Chair Real Estate, FEB.
Conijn, J. (2011). Chairman of VOGON.
Gool, P. van (2011). Chairman of exam committee Amsterdam School of Real Estate.
Gool, P. van (2011). Founder and Board member of STiVAD (stichting validatie vastgoeddatta).
Gool, P. van (2011). Member of Accreditation Committee Master of Real Estate opleiding, Hanzehogeschool.
Gool, P. van (2011). Member of recommending committee of Vereniging Beter Onderwijs.
Gool, P. van (2011). Member of academic committee RICS.
Gool, P. van (2011). Member of advisory investment committee of the pension fund PNO Media.
Gool, P. van (2011). Member of advisory investment committee of the pension fund PNO Media, Hilversum.
Gool, P. van (2011). Member of board of governors of Bo-Ex (social housing association), Utrecht.
Praag, C.M. van (2011). Founding academic Director of Amsterdam Center for Entrepreneurship.
Praag, C.M. van (2011). Member of Board of SEO Economisch Onderzoek.
Praag, C.M. van (2011). Member of Board of the Dutch Friends of the Tel Aviv University.
Praag, C.M. van (2011). Member of CPC (Supervisory Board of the CPB).
Praag, C.M. van (2011). Member of Supervisory Board of APG Group NV.
Praag, C.M. van (2011). Member of Supervisory Board of APG Group NV.
Praag, C.M. van (2011). Member of Raad van Toezicht Kriterion.
Praag, C.M. van (2011). President of Amsterdam Academic Club.
Schaik, F.D.J. van (2011). Member of International Public Sector Accounting Standards Board (IPSAS).
Schinkel, M.P. (2011). Member of appointment committee director WZB, Berlin, Germany.

Box 16 Other external Ph.D. students

Boon-Farmer, Mary van der
Organisational Behaviour, supervisor: prof.dr. Jacob de Smit [planned finalisation: 2012]

Blok, Peter

Mulinski, Ksawery
Essays on supply chain management, Supervisors: prof.dr. Jacob de Smit and prof.dr. Hans Strikwerda [planned finalisation 2012].

Platz, Tilman
The efficient integration of inland waterway shipping into continental intermodel transport chains – Possibilities and Measures, Supervisors: prof.dr. Toon van der Hoorn and prof.dr. Rob van der Heijden [planned finalisation: 2012].

Rekiel, Jolanta

Ruggeberg, Jacob
Dispersed Damages and Deterrence in Antitrust Law Enforcement, Supervisors: Joe McCahery & Maarten-Pieter Schinkel, [planned finalisation: 2012].

Smit, Evert de

Swinkels, Walter
The Limits and Contributions of Internal Auditing to the control of the firm, supervisor: prof.dr. Hans Strikwerda [planned finalisation: 2013].