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Research Foci

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Strategy and Organization

In this area, research focuses on topics in the field of organizational design and strategy development as well as on the interface between the two. At the same time, entrepreneurial activities are embedded into international and institutional contexts intensively. The impact of different sector- and market-specific features as well as different institutional conditions are studied, for example in the case of the media sector. This research area deals with the conceptualization of strategic competitive advantages in distinct contexts, the analysis of different value creation architectures, the examination of culture as an "institution" and the importance of resources for the success of cooperative arrangements.

Important Publications:

- › Dietl, H./Royer, S./Stratmann, U. (2009): Value Creation Architectures and Competitive Advantage: Lessons from the European Automobile Industry. *California Management Review* 51 (3), 24-48.
- › Festing, M./Eidems, J./Royer, S. (2007): Strategic Issues and Local Constraints in Transnational Compensation Strategies - An Analysis of Cultural, Institutional and Political Influences. *European Management Journal* 25 (2), 118-131.
- › Grözinger, G./Matiaske, W.. (Hrsg.) (2008): *Sozialkapital: Zwischenbilanz einer (un)bequemen Kategorie*. Jahrbuch Ökonomie und Gesellschaft 20. Marburg.
- › Walsh, G./Hass, B.H./Kilian, T. (Hrsg., 2011): *Web 2.0: Neue Perspektiven für Marketing und Medien*, 2. Aufl., Berlin et al. (Springer), 2011
- › Royer, S./Waterhouse, J./Brown, K./Festing, M. (2008): Employee Voice and Strategic Competitive Advantage in International Modern Public Corporations - an Economic Perspective. *European Management Journal* 26 (4), 234-246.

Organisational Behaviour

Following the previously presented research area, the micro-perspective on the single individual within the organization is in focus in this area. During the research process, this manifests itself in the analysis and the design of working conditions especially in regard to health and personality development. Further research projects deal with employability, diversity or issues concerning further training and the management of higher education.

Important Publications:

- › Brown, K./ Royer, S./ Waterhouse, J./ Ridge, S. (2005): Virtual Workforces and the Shifting Frontier of Control. *The Journal of Industrial Relations* 47 (3), 310-325.
- › Dunkel, H. / Resch, M. (2010). *Arbeitsanalyse*, in: U. Kleinbeck/K.-H. Schmidt (Hrsg.): *Enzyklopädie der Psychologie*, Band *Arbeitspsychologie*. Göttingen, 1111-1158.
- › Dunkel, H./ Pleiss, C. (Hrsg.) (2007): *Kontrastive Aufgabenanalyse. Grundlagen, Entwicklungen und Anwendungserfahrungen*. Zürich.
- › Grözinger, G./Matiaske, W./Tobsch, V. (2010): Employee-friendly labor time: A key element to a sustainable pattern of production and consumption, in: *International Journal of Public Policy* 5 (4), 357-372.
- › Münster. Leitner, K. / Resch, M. (2005). Do the Effects of Job Stressors on Health Persist Over Time? A Longitudinal Study with Observational Stressor Measures. *Journal of Occupational Health Psychology* 10, 18-30.

- » Panther, S. (2005): Interpersonelles Vertrauen als im Kern normatives Konzept, in: T. Beschorner/T. Eger (Hg.): Das Ethische in der Ökonomie, Marburg, 213-234.

SMEs and Entrepreneurship

This research area defines itself as the cross-section of both the aforementioned. Small and medium-sized enterprises shape the economy. Their specific (socio-)structural conditions are often disregarded in research, however. This deficit builds the starting point for various research projects at the IIM. Topics from the fields of strategy and organizational behavior, with a focus on smaller enterprises, are therefore central. Examples are the theoretical and empirical analysis of regional clusters as well as the contexts of origin and correlation of the fulfillment of functions in human resource management in SMEs.

Important Publications:

- » Behrends, T. (2007): Anreizstrukturen im Mittelstand: Ein empirischer Vergleich zwischen KMU und Großunternehmen. Zeitschrift für Betriebswirtschaftslehre, Special Issue 6, 21-52.
- » Behrends, T. (2007): Recruitment Practices of Small and Medium-sized Enterprises: A study among Knowledge-intensive Professional Service Firms. Management Revue 18 (1), 55-74.
- » Behrends, T./ Martin, A. (2006): Personalarbeit in Klein- und Mittelbetrieben: Empirische Befunde und Ansatzpunkte zu ihrer theoretischen Erklärung, in: Zeitschrift für KMU und Entrepreneurship, Heft 1, 25-49.
- » Gretzinger, S./Hinz, H./Matiaske, W.: (2010): Cooperation in Innovation Networks: The Case of Danish and German SMEs, in: Management Revue 21 (2), 193-216.
- » Hass, B.H. (2010): Theoretische Perspektiven des Managements von regionalen Netzwerken, in: Hass, B.H./ Jung, R.H./ Simon, C. (Hrsg.) (2010): Management in regionalen Netzwerken: Grundlagen, Anwendungen, Perspektiven. Aachen, 23-37.
- » Hass, B.H. (2011): Intrapreneurship and Corporate Venturing in the Media Business: Theoretical Framework and Two Examples from the German Publishing Industry, in: Journal of Media Business Studies 8 (1), 2011, 47-68.
- » Royer, S./Simons, R./ Boyd, B./Rafferty, A. (2008): Promoting family: A contingency model of family business succession. Family Business Review 21 (1), 15-30.

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