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Foreword

I am pleased to present this report on the quality assessment of the research in Business Administration and Management. An international committee of independent experts has assessed all the University research in this discipline.

The Review Committee for Business Administration and Management has fulfilled its tasks with great dedication. Research programmes from six universities - Groningen, Rotterdam, Maastricht, Vrije Universiteit, Nijmegen and Tilburg - have all been evaluated in a thorough and careful manner. I am confident that the judgements and recommendations will be taken into consideration by research directors, faculty boards, and research policymakers in the field of Business Administration and Management.

I would like to thank the Chairman and Members of the Review Committee for Business Administration and Management for their willingness to participate in this assessment and for the dedication with which they carried out this task. Two members also participated in the Review Committee for Economics and Econometrics, in order to establish a link between the two committees.

I would also like to thank the deans of faculties and programme directors involved for their carefully prepared documentation and for their co-operation during the assessments.

E.M. d' Hondt

President of the Association of Universities in the Netherlands

Preface

In order to understand and evaluate the research being conducted in the field of Business Administration and Management at Dutch universities, the Committee members familiarized themselves with many publications and research reports. To supplement this source of understanding, the Committee members met the Deans and Programme Directors in order to obtain a first-hand view of the scope, depth and major achievements and problems of the various research programmes submitted for evaluation. Using these two sources of information, the Committee held in-depth discussions making the evaluation process a joint and collective responsibility. Based on this process, the Committee prepared this report, which represents the collective judgement of all the members of the Committee as accurately as possible. The following pages contain a detailed report on each of the research programmes in addition to a general view of Dutch Business Administration and Management research plus separate reviews for each of the main fields of study being considered by the Committee.

I am very confident that the work of the Committee, which was carried out in a systematic and very careful manner, has led to a fair and well-balanced evaluation.

The draft report was sent out by VSNU to all departments for their comments; several corrections were made on the basis of factual errors (pointed out by the participants) and of subsequent discussions among committee members. Several faculties went beyond the requested factual corrections, but the Committee, having considered each comment separately, decided to retain the original evaluation scores and texts. The mark for productivity was changed in only a few cases.

All the Faculties involved gave their full support to the evaluation process by providing extensive information about their research programmes. This was very much appreciated by the Committee.

This is also the appropriate moment to thank my fellow committee members for their efforts and commitment in conducting the evaluation. As always, compiling an evaluation like this is a race against time. The Committee members have always been more than willing to give their valuable time to this project. Any delays have not been the fault of the Committee members but more due to my busy schedule as chairman.

On behalf of the Committee, I would also like to thank the secretary of the Committee, Jan-Willem Meijer, who ensured that the Committee functioned professionally and effectively and additionally succeeded in creating a pleasant environment in which this could all take place. The Committee hopes that the reward for the work of the Committee and the many people who gave us support throughout the evaluation process will be, the enhancement and improvement of the quality of Dutch Business Administration and Management.

Herman Daems
Chairman

Summary

Academic research in business administration and management in the Netherlands has made good progress. More research has been published in good quality journals, more attention has been paid to PhD programmes and more international contacts have been developed. This progress is evident in the best programmes. And those, which were good in the past, have now improved a great deal.

As a result of the recent participation by Tilburg University (KUB) and the Vrije Universiteit, plus the separate assessment of the technical business programmes, it has not yet been possible to make a detailed comparison with previous evaluation reports. More importantly, the number, the type and the scale of the programmes have changed in such a way that direct comparisons are very difficult. The faculties concerned in the previous assessment have reduced the number of their programmes from 20 to 13.

Most of the research topics are derived from themes that have been developed in the US or at a European level. A negative consequence of this is that the research agenda in the Netherlands is rather narrow and not always related to the local problems faced by the business community. Consequently, the direct relevance of the academic research for the business community has not increased very much. This is of course also influenced by the fact that the number of people involved in research in the Netherlands is inevitably smaller than in the larger countries, which inevitably limits the scope of the research.

The tendency is that an increasing number of faculties choose to specialize, leading to a reduction in the number of fields of research which can be adequately covered; this in turn, may have a negative impact on educational programmes, i.e. they become less research based.

This research has become very well integrated into the international research community. With respect to progress in international positioning and networking, some groups have made major progress although, as yet, there are no statistics available. On the subject of integration, the Committee recommends that more care be devoted to the integration of outside researchers within the existing research programmes.

The Committee feels that the current split between business economics and management is non-productive and that universities where this applies should seriously consider restructuring the current faculty organizations in order to bring them more in line with common practice outside the Netherlands. Such a reorganization would also make it possible to build larger research teams.

1 The Dutch System for Quality Assessment of Research

The quality assessment of research in Business Administration and Management is part of the assessment system for all Dutch University research, under the aegis of the Association of Universities in the Netherlands (VSNU). The system started in 1993, with trial-assessments by four international committees in four very different disciplines: biology, historical and archaeological studies, mechanical engineering and psychology. The observations of these committees, the general principles and procedures of which were described in the *1994 Protocol* for the Quality Assessment of Research, have been used by the Dutch universities to enhance the system. From 1993 to 1997, all University research was assessed by means of peer review (international committees of experts within a given discipline), per discipline or scientific area, according to this protocol. In 1997, when nearly all the areas had been assessed, the VSNU Committee on the Future of Quality Assessment evaluated the system. As a result of this Committee's advice, the VSNU Board decided to have the first round of VSNU research quality assessment followed by another round. The general principles and procedures, with a number of changes in comparison with the first round, were again described in a protocol (*Protocol 1998*).

This protocol prescribes that the principal goals of the review are:

- quality maintenance and improvement through feedback to the research group and the university management;
- management on the basis of quality through the provision of quality assessments to the boards of faculties and universities.

The review is mainly based on the assessments of faculty reports (the self-evaluations). These reports consist of a description of the research profile of the faculty, a description of the organizational structure of the faculty (including any research institutes or research schools), and a description of the research programmes. Every programme presents a short description of its approach, results, and future developments. A major part of the information consists of input and output figures. The input figures give an indication of the research input in terms of full time equivalents (fte) of scientific personnel for each year of the review period; the output data always include a selection of five key publications and an overview of publications. An important element of the programme description is the "mission statement".

Highly valued features of the assessments are the interviews, which the Review Committee conducts with the delegates from the faculty boards and the programme directors. The interviews with the delegates from the faculty boards concentrate particularly on a discussion of the faculty or institute's research profile and their research policy.

The focus of the assessments is the scientific quality of the research programmes, scientific productivity, scientific and societal relevance, and long-term viability. These aspects are assessed separately. A ranking, based

on an integration of these four aspects, should not be made. The Committee thus strictly adhered in its work to the guidelines formulated by the VSNU. This type of VSNU assessment is carried out per discipline, over a period of five years, by means of peer review committees consisting of predominantly international experts. The Royal Academy of Arts and Sciences (KNAW) advises on the constitution of these committees. Every committee rounds off its assessment with a report. The assessment reports are made public.

1.1 The Review Committee for Business Administration and Management

The Chairman of the VSNU appointed the Chairman and the Members of the Review Committee for Business Administration and Management Disciplines by a decree of January 4th 2002. The start of the preparatory activities of the committee was delayed by the withdrawal of one of its members. The Committee and the VSNU were very pleased that Prof. Piet Sercu was prepared to join the Committee at short notice.

The committee consisted of the following members:

Prof. Herman Daems GIMV (Antwerp) and University of Leuven (Chairman)
Prof. Nicolai Foss, Copenhagen Business School
Dr. Peter van Laarhoven, TNT Post Group (The Netherlands)
Prof. David Otley, Lancaster University
Prof. John Saunders, Aston Business School
Prof. Piet Sercu, University of Leuven.

A short curriculum vitae of each of the Committee members is included in Appendix 2.

Jan-Willem Meijer, VSNU, was appointed as secretary to the Committee.

1.2 Assignment and scope of the assessment

The Review Committee was asked to:

- assess the quality of the research on the basis of the information furnished by the university and through local, or centrally located interviews;
- advise on how quality might be enhanced.

In carrying out their tasks, the Committee had to operate in accordance with the general rules laid down in the “Protocol 1998” and the additional requirements described in the “Discipline Protocol Research in Management and Business Administration 2000” (see Appendix 1).

According to the Discipline Protocol the areas (or: sub-disciplines) to be covered by the assessment are:

Strategic Management
Operations/Logistics/Information Management
Marketing Management
Financial Management
Human Resource Management
Organizational Behaviour
Business Economics and Accounting.

Topics normally treated under Business Economics and Accounting have been dealt with under Financial Management. HRM and Organizational Behaviour have been combined. In total, five areas are described in Chapter 3, Subdisciplines.

It was recommended that at least one of the members of the Committee should combine an academic orientation with expertise in business practice.

The Committee based its assessments on:

- the documentation provided by the universities
- five key publications per programme
- discussions with representatives from all research programmes and faculties.

A parallel assessment was carried out for research in Economics and Econometrics. At some universities, like UM, KUB and VU, education programmes as well as research in Economics and Econometrics and Business Administration is organised within just one faculty. The other universities involved have two separate faculties for Economics and for Business Administration. Universities were able to offer their programmes to either the Economics Committee or to the Business Administration Committee. As this requires the matching of assessment standards it was decided that the composition of the Committee should partly overlap that of the Review Committee for the field of Economics and Econometrics: two members should participate in both committees. These two members were professor Otley and professor Sercu.

The universities participating in the assessment were (in order of the interviews):

University of Groningen (RUG)
Tilburg University (KUB)
Erasmus University Rotterdam (EUR)
University of Nijmegen (KUN)
Vrije Universiteit Amsterdam (VU)
Universiteit Maastricht (UM)

1.3 Data provided to the Committee

The Review Committee received the following documentation from the participating faculties, in accordance with the protocol:

- A report 'Research Assessment 1995-2000', including a profile and key data for the Faculties, documentation for each of the 20 research programmes with input and output data and a list of publications issued in the assessment period.
- A set of five key publications for each research programme.

1.4 Procedures followed by the Committee

The Committee members received the complete set of documentation in October 2001. Each member was asked to complete a preliminary assessment form (see Appendix 5) as first or second reviewer, in accordance with his specific expertise, for six or seven of the 20 research programmes.

The preliminary assessments, the documentation and the procedure for the assessment were discussed in a Committee meeting in Utrecht on 8 January 2002. At that time, all Committee members had completed their preliminary assessment forms. On 9 January, the head of the Quality Department of the VSNU installed the Committee at the VSNU office. During their stay at the VSNU office (no site-visits were organized), the Committee had meetings with the programme directors of all programmes and their Faculty Boards. The round of interviews took place on 9 and 10 January 2002.

The committee as a whole graded the programmes after hearing the initial proposals of the first and second reviewer. After each interview, the Committee discussed the conclusions per programme and the short texts were revised. The Committee achieved a strong consensus of opinions. The Committee was pleased with the open manner in which the conversations were conducted and with the frankness with which the questions were answered. In view of the tight time schedule that had to be observed to allow 20-minute interviews with all programme directors, the committee had to be very strict.

In the meeting of 25 February, the Committee agreed on the final scores to be allotted to each programme. During the following day, the Committee worked out its ideas on a global goal for Business Administration and Management over the next five years.

In June 2002, a draft report was sent to the universities for factual corrections. In all cases, the conclusions presented in this report are supported by the entire Committee and are the sole responsibility of the Committee.

1.5 Aspects of assessment

An assessment of each of the following aspects was required for each research programme.

Quality

Academic quality is based on the quality of the output in the research group as demonstrated by the following: dissertations, academic publications, and, where relevant, professional publications and other academic products (e.g. software). The assessments included consideration of the academic level of the publications, with respect to the publication media in which they appeared, the originality and coherence of the research, and the contribution to the development of the discipline or area.

Due regard was given to the international standing of the members of a research group in assessing the quality of its achievements. Note was taken of participation in international co-operative projects, membership of the editorial boards of international journals, academic awards, invitations to attend international conferences, visiting professorships, research funding acquired from NWO (the Dutch Scientific Research Council), etc.

Productivity

Evidence of the productivity of a research group is found in:

- the publications in international refereed journals and scientific books, which demonstrate the contributions of the group to scientific knowledge and understanding
- the number of PhD theses
- presentations at international conferences and publications of the proceedings of these meetings
- other scientific output such as professional publications and patents.

The committee assessed academic productivity by relating the output (the number of publications in total and in each category) to the input of human resources. In order to do justice to those groups with missions supplementary to strictly intellectually driven research, due attention was also given to other forms of academic output. In the comments accompanying the assessment, the Review Committee has compared the academic quality and productivity with the objectives or mission of the research programme as submitted by the research group. The research group's policy regarding publications was also taken into account.

Although many more criteria have been used, the Committee considered the following quantitative productive efficiency measures, all regarding the whole period from 1995- 2000 (with the exception of two EUR programmes, 05 and 06):

- the number of theses divided by the personnel from the first flow of funds, excluding aio's or oio's (WP1 other)
- the number of academic publications divided by the total number of personnel funded by the first flow of funds (WP 1)
- the number of academic publications divided by the total number of personnel (without PhDs)
- the number of articles in international, refereed journals divided by the total number of personnel minus the PhDs.

Relevance

Assessment of the output cannot be considered independently of its relevance: what significance does the research have for the development of the academic field? Are the issues and the approaches chosen with insight, given the international level of scholarship in the discipline concerned? The Committee opted for a strict interpretation of the relevance criterion, namely the utility of the research results for policy making in society and organizations. Relevance, according to this interpretation, is higher (1) the closer the benefit is placed in time and (2) the closer the results lie to application. This Committee felt that other interpretations of relevance would excessively overlap with the criterion for quality. Nevertheless, the committee accepts that the dimension of relevance is an ambiguous one, and that its interpretation of the criterion is slightly different from that in the preceding evaluation round.

In the comments accompanying the assessment, the Committee's views of the relevance of the research are set against the research group's own viewpoint as expressed in its mission.

Viability

The assessment must take into account the direction in which the research programme is developing. The Committee should, as far as possible, comment on the viability of the issues and the research approach chosen in the international academic arena. In some areas, competitive strength will depend largely on factors of scale and the academic infrastructure available. The cohesion of the programme should also be a part of the assessment of academic viability.

In the comments accompanying the assessment, the Committee considers the future position of the group involved as expressed in the Faculty's outline research profile.

Viability was interpreted by the Committee as the prospects for a program team to maintain an adequate or better than adequate performance or, if necessary, to improve its performance in the medium term.

The Committee also took into account the continuity of the personnel, especially regarding the programme directors.

1.6 Ratings

The Review Committee assessed the quality, productivity, relevance and viability of each programme on a separate five-point scale for each aspect. The Review Committee has given separate commentaries on the quality, productivity, relevance and viability of each programme. These comments form an integral part of the assessment.

The Committee used its judgement on the whole above-mentioned five-point scale and awarded only whole numbers. It realises that a five-point scale cannot express all the subtle distinctions that may be appropriate, but it feels the grades, in combination with the remarks made, present a well-balanced total. The resulting grades can be used in comparing the quality of programmes

within the same sub-discipline. They still have some validity in comparing the quality of programmes within different sub-disciplines of research in business administration and management, but they are without meaning when trying to compare business administration and management research with research in other disciplines, since committees in other disciplines will have used different interpretations of the scales.

The 1998 Protocol allows the Review Committee considerable freedom in interpreting the criteria for rating the four aspects Quality, Productivity, Relevance and Viability. The Committee has taken into account the variety in the nature of the research programmes under scrutiny. The interpretation of the five-point scale for each of the four different aspects is described below.

Academic quality

For academic quality, the Committee's interpretation of the five-point scale is as follows:

- 5 = excellent: The programme makes important and innovative contributions to its field. It is among the world's leading programmes in its field.
- 4 = good: The programme makes worthwhile contributions to its field and may contain elements of excellence; the programme is credible at an international level.
- 3 = satisfactory: The programme's contributions to its field are of interest; the performance is satisfactory at a national level.
- 2 = unsatisfactory: The programme contributes marginally to its field. It needs improvement in order to contribute significantly; the programme is substandard at national level.
- 1 = poor: The programme's contributions to its field are insignificant.

Productivity

For scientific productivity, the Committee's interpretation of the five-point scale is as follows:

- 5 = excellent: The programme has a high output of scientific publications of high impact; it produces considerable numbers of PhD theses.
- 4 = good: The programme has a regular output of scientific publications with a considerable impact
- 3 = satisfactory: The level of productivity is satisfactory.
- 2 = unsatisfactory: The programme has produced some scientific output, but both the number and quality of publications are below standard.
- 1 = poor: The programme has hardly produced any scientific output and the output is of marginal interest.

Relevance

Here only a general qualification of the grades can be given:

- 5 = excellent
- 4 = good
- 3 = satisfactory
- 2 = unsatisfactory
- 1 = poor

Viability

For long-term viability, the Committee's interpretation of the five-point scale is as follows:

- 5 = excellent: The programme has a well established, leading position in its field and has clear and scientifically promising plans for the future. The availability of highly qualified staff as well as future funding is secure.
- 4 = good: The programme's approach has been fruitful and future plans and perspectives seem healthy. There are no major worries concerning the availability of competent staff or future funding.
- 3 = satisfactory: There are some doubts about one or more of the aspects mentioned above, but there is a fair expectation that the group will be able to maintain or achieve an adequate position within its field.
- 2= unsatisfactory: The Committee has serious doubts about the programme's future position in the field. Radical measures are necessary to secure an adequate contribution in the future.
- 1 = poor: For a number of reasons the programme should be discontinued in its present form.

2 Overall evaluation of Dutch research programmes in Business Administration and Management

In this chapter the Committee brings together the following three items: the overall evaluation of the research programmes in business administration in the Netherlands, the major issues facing such research and the Committee's suggestions and recommendations for the future.

2.1 Overall evaluation

The Committee has based its overall evaluation on the self-evaluation reports it has received and on discussions it has had with research directors and deans and directors of relevant faculties and institutes. The overall impression of the programmes reviewed by the Committee is very good. Some programmes certainly deserve to be labelled as outstanding. Indeed, a few programmes are certainly among the best in Europe and compare favourably with their academic counterparts in the US. Although it has not been possible to make a detailed comparison with previous evaluation reports, it is the impression of the Committee that academic research in business administration and management in the Netherlands has made good progress. More research is being published in good quality journals, more attention is being paid to PhD programmes and more international contacts have been developed. This progress is very visible in the best performing programmes. The programmes that were good in the past have become even better today.

This assessment of the Committee may at first sight appear contradictory to the fact that the frequency distribution (see table) of the scores by university has now fewer entries in the low scores than in the previous assessment and more in the top scores. The Committee would like to make two comments regarding this shift in the frequency distribution. Firstly, there was no overlap between the current Committee and the previous one which means that the norms and standards may have changed slightly. Secondly, and more importantly, the number, the type and the scale of the programmes have changed such that direct comparisons are very difficult. The main conclusion remains that the Committee in general is very satisfied with the quality of the research if one takes into consideration the size of the research community in the Netherlands and the institutional organization of business economics and management.

The research agenda for the programmes in business administration and management does not appear to be set at the country level. Most of the research topics are derived from themes that have been developed in the US or at the European level. This does not come as a surprise. The biggest countries set the research agenda and the topics that researchers in such

countries find relevant for their companies and their economies. Researchers in smaller countries who want to make an international impact have no option but to follow the research agenda set by the leading journals and academic associations abroad. The Committee believes that Dutch academics have been very successful in associating themselves with the international (US and European) research agenda and that they have been able to make good, and occasionally excellent, contributions to the development of the research themes. A negative aspect of this is that the research agenda in the Netherlands is rather narrow and not always related to the problems faced by the local business community. Consequently, the direct relevance of the academic research for the business community has not improved much. This is of course also influenced by the fact that the number of researchers in the Netherlands is naturally smaller than in the larger countries, which inevitably reduces the scope of the research.

Comparisons are very often made with US academic research. The Committee has also discussed such comparisons. It was concluded that some caution is necessary. In general the Dutch faculties, institutes and research programmes in business administration and marketing are much smaller in size, as measured by number of teaching staff and budgets, than their American counterparts which puts a clear limit on the size of the research teams and the scope of the research agenda.

In the Netherlands this leads to a trade-off between specialization in order to achieve economies of scale and competence on the one hand and the scope of the research agenda on the other. The tendency is that more and more faculties choose specialization, which implies that not all research fields will be adequately covered; in turn, this may have a negative impact on educational programmes that run the risk of becoming less research based. The Committee has also noted that the research evaluation includes all universities and that the findings consequently give an accurate view of overall research performance in the Netherlands. Comparisons with the US are typically only made with the top schools. We think that, as a consequence of this, the average performance of the Netherlands is certainly better than the average performance of American schools.

The Committee was particularly impressed by the fact that research in the Netherlands in this field has become very well linked to the international research community. Although no overall statistics can be given, it is notable that some groups have made major progress in their international positioning and networking. However, groups differ in the degree to which the international efforts have been fully integrated with all members of the group. In some groups visiting professors and scholars seem to be very well integrated in the research and the functioning of the group. Evidence of this can be found in joint publications and involvement with doctoral dissertations. It also appears that the visiting academics help in creating a bridge between the Dutch research group and its foreign counterparts. In such cases, a truly international exchange is developing. However, the Committee has the impression that, in a few cases, the visiting academics are not well integrated into the research group. In such groups, we find few

indications of joint publications and dissertations. Sometimes the Committee even wondered how much time a foreign visitor was actually spending with the research group, because it was clear that some of these visitors had extremely busy schedules at their home universities and at other universities. Overall, the Committee remained very impressed with the international networks that have been developed but recommends that more attention should be given to truly integrating visiting academics into the functioning of the research groups.

2.2 Major issues

The Committee has identified three issues: the organisation of business administration and business economics in separate faculties, the recruitment of PhD's and junior teaching staff and the coverage of the various fields.

a. The organization of business administration and business economics in separate faculties

The Committee had several international members. For those members the organization of business administration and business economics in separate faculties at some universities in the Netherlands was intriguing. The Committee discussed this peculiar organization during some of its interviews with deans and directors of schools and programmes. The aim was to understand the rationale behind this typically Dutch way of organizing the field. The Committee had the impression that the main reason was purely historical and traditional and that there are no sound contemporary arguments for continuing the separation and awkward allocation of research groups over faculties.

It came as a surprise to the Committee that it was invited to evaluate some marketing research programmes, while other marketing research programmes were being reviewed by another evaluation Committee, the only reason being that such programmes belong to a business economics faculty. On the other hand, we were asked to review programmes that, abroad, would not be considered as belonging to business administration. This rather artificial allocation of research programmes to different Committees will not necessarily create problems. The Committee was more concerned that this particular form of organization has led to inefficiencies and fruitless internal competition within some universities. Indeed, in some universities, research groups that work in related fields belong to separate faculties. This is certainly not the best way to create economies through teamwork.

The Committee has no precise recommendation to make on this issue, but suggests that Dutch universities should seriously rethink the way they have structured research in business administration, economics, business economics and related and supportive disciplines in separate faculties without following a clearly understandable or rational criterion. A better structure would undoubtedly strengthen Dutch research competitiveness and would also make the system more aligned with common practices abroad.

b. The recruitment of PhD's and junior teaching staff

Some groups have taken specific initiatives to launch PhD programmes. The Committee is very supportive of such initiatives because they help to move research from an apprenticeship system to a more formal system. This is critically important for the future of research in business administration in the Netherlands. Until recently, PhD theses were written under the apprenticeship system which is heavily dependent on the supervisory qualities of the thesis supervisor and does not guarantee that future researchers will get sufficient training in a broad set of research methodologies and topics. Formal PhD programmes create a community of young scholars, which stimulates research activities and disseminates knowledge. Formal PhD programmes also contribute to professionalism in research. Young researchers get a better understanding of how to carry out their research and, most importantly, how to publish research results in leading scholarly journals. The Committee recommends that the move away from the apprenticeship system towards a system with formalized programmes be generally adopted in business administration in the Netherlands.

c. Coverage of the field

The Committee has also tried to evaluate whether all topics in the field are being covered. It was fully realized that comments on coverage might easily be found to be contradictory to the Committee's wish to have large and focussed research teams. Nevertheless, the Committee found that some research topics that attract a lot of attention at the international level do not seem to be very prominent in the Netherlands. For example, research on entrepreneurship, innovation management, small business, management in health care and the service sector, and on public management does not seem to attract many researchers or much funding. However, the Committee realises that it may not have been able to look at all research, because - as mentioned earlier - a different Committee reviewed some of the research topics. There should certainly be an evaluation of whether such research exists, and if not, what could be done to bring some of these topics within the scope of research in the Netherlands. The Committee realises that research in the Netherlands has taken a more theoretical turn and therefore may have avoided the research areas mentioned above because they are more of a practical nature. The Committee nevertheless feels that good quality research can be done on the topics that are currently receiving less attention.

2.3 Suggestions and recommendations for the future

The Committee has two sets of recommendations to make.

a. Organization of research

1. The Committee feels that the current split between business economics and management is unproductive and that the universities should seriously consider restructuring current faculty organizations in order to bring them more in line with what is common practice outside the Netherlands. Such reorganizations would also make it possible to build larger research teams.

2. Several initiatives have been taken to improve inter-university research cooperation. The Committee feels these should be developed further. The joint creation of PhD programmes may be a practical way to stimulate inter-university cooperation.
3. As stated above, several initiatives have been taken to attract foreign researchers to the Netherlands, but the Committee recommends that more care be devoted to integrating the foreign researchers into the existing research programmes.
4. The Committee is concerned that insufficient junior teaching staff will be found to join the research ranks and recommends that specific financial incentives be created to make research careers attractive in comparison with careers outside the university.

b. Evaluation methodology

During the course of its evaluation the Committee has come across some elements of the methodology imposed by the VSNU that need clarification. The Committee recommends that the evaluation methodology be amended in the future to avoid ambiguities.

1. The Committee has the impression that schools follow different procedures when they include the research publications of foreign scholars in their list of publications. The same is true for the publications by faculty members who hold joint appointments with other universities in the Netherlands or Belgium. There is a risk of double counting across universities and of inflated lists of publications. The Committee recommends that VSNU should clarify and enforce the rules. Some form of audit of the publication list may be necessary.
2. If recommendation 1a above (restructuring of faculties) cannot be implemented, it might nevertheless be advisable to submit all management research to the same Committee. In that way, future Committees would have a complete overview of all the research projects in management.
3. The variety of the research topics is so large that, at times, the expertise of the Committee members was stretched. It might be advisable to appoint some subcommittees for specific reviews of highly specialized research themes.
4. The Committee felt that imposing a limit of 5 on the top publications that can be submitted is unfair for the larger groups that cover a broad spectrum of research topics.
5. A regular review of the lists of A and B journals is advisable.

Table: Grades from 1997 and 2002 evaluations

RUG		-	1	2	3	4	5	Total programmes
Grades								
Quality	1997	0	0	2	2	0	1	5
	2002	0	0	0	3	0	0	3
Productivity	1997	0	0	3	0	2	0	5
	2002	0	0	2	1	0	0	3
Relevance	1997	0	0	2	2	1	0	5
	2002	0	0	0	2	1	0	3
Viability	1997	0	1	2	1	1	0	5
	2002	0	0	1	2	0	0	3
EUR		-	1	2	3	4	5	Total programmes
Grades								
Quality	1997	0	0	4	1	3	0	8
	2002	0	0	0	2	3	1	6
Productivity	1997	0	2	3	2	1	0	8
	2002	0	0	0	2	3	1	6
Relevance	1997	0	0	1	6	1	0	8
	2002	0	0	0	2	3	1	6
Viability	1997	2	0	3	1	2	0	8
	2002	0	0	1	0	4	1	6
KUN		-	1	2	3	4	5	Total programmes
Grades								
Quality	1997	0	0	0	1	0	0	1
	2002	0	0	0	1	0	0	1
Productivity	1997	0	0	1	0	0	0	1
	2002	0	0	0	1	0	0	1
Relevance	1997	0	0	0	1	0	0	1
	2002	0	0	0	1	0	0	1
Viability	1997	0	0	0	1	0	0	1
	2002	0	0	0	1	0	0	1
UM		-	1	2	3	4	5	Total programmes
Grades								
Quality	1997	0	0	0	2	3	1	6
	2002	0	0	0	0	3	0	3
Productivity	1997	0	0	0	3	2	1	6
	2002	0	0	0	0	3	0	3
Relevance	1997	0	0	0	3	3	0	6
	2002	0	0	0	3	0	0	3
Viability	1997	2	0	1	3	2	0	6
	2002	0	0	0	1	2	0	3

The other faculties were not involved in the assessment of 1997.

3 Evaluation of sub-disciplines

The whole spectrum of research in Business Administration and Management in the Netherlands has been divided into five sub-disciplines: Strategic management, Operations/Logistics/Information Management, Marketing, Financial Management and Accounting, Organisational Renewal and HRM. Partly for pragmatic reasons, and for continuity, since the report of the assessment in 1997 showed 6 sub-disciplines because Technological Development and Management was included in the programmes from the Universities of Technology, the programmes of the technical universities will be assessed in a separate exercise in 2003.

Each of the submitted research programmes has been classified into one of the above-mentioned sub-disciplines. The classification was somewhat problematic for some of the larger programmes, since they sometimes contained projects that fitted into different sub-disciplines. The Committee has assigned these programmes to the sub-discipline, which it deemed most appropriate. Where universities have chosen to submit large “multi-sub-discipline” programmes, they will find that they are not listed in all sub-disciplines. This does not automatically imply that no research in these disciplines is being carried out within that university. This also is a reason why the allocation of the individual programmes to the sub-disciplines is not always the same as it was in 1997.

3.1 Strategic management

As a field of scientific inquiry, strategy, or better, strategic management, is relatively hard to define, to some extent because of its strong overlaps with organization and technology studies and some parts of marketing and human resource management. This section covers six programmes. Only two programmes (namely EUR-03 and UM-03) are explicitly committed to research in strategic management, although the UM-02 (“Organization”) may well be characterized as such a programme. In addition, a number of the programmes conduct a substantial amount of research that would be potentially publishable in strategic management journals, and for this reason they have been included here.

The official identifications of these teams, along with their Wp1 staff numbers (measured as fte, cumulative over five years), output (given as averages), and the scores awarded are shown below:

RUG-03	Innovation and Interaction
KUB-03	Organization
EUR-03	Competing for Tomorrow; Managing Strategic Renewal of Multi-unit Firms and Networks in Turbulent International Environments
EUR-04	Internationalisation and Competitive Space
UM-02	Organization
UM-03	Strategy

Programmes, input and output 1995-2000

Programme	Fte*	PhD theses/ WP1**	Academic Publications/ WP1 ***	Academic Publications/ WP1,2 and 3 ****	International Articles/ WP1,2 and 3 *****	Evaluation scores *****			
						Q	P	R	V
RUG-03	26.6	0.4	11.6	11.6	3.0	3	3	3	2
KUB-03	16.4	0.4	7.0	6.4	2.4	5	4	3	4
EUR-03	21.3	0.6	13.4	13.4	3.1	4	4	4	4
EUR-04	13.7	0.9	22.9	15.6	1.4	3	3	4	2
UM-02	20.9	0.5	11.0	9.5	2.3	4	4	3	3
UM-03	12.3	0.2	11.6	7.2	2.2	4	4	3	4

* First flow of funds without PhDs

** The number of PhDs awarded divided by the fte (full time equivalent) personnel from the first flow of funds, excluding aio's (WP1 other)

*** The number of academic publications divided by the total number of fte (full time equivalent) personnel from the first flow of funds excluding aio's (WP 1)

**** The number of academic publications divided by the total number of fte (full time equivalent) personnel (excluding aios' or oio's)

***** The number of articles in international, refereed journals divided by the total number of fte (full time equivalent) personnel (excluding aio's or oio's)

***** Allotted scores Q= quality; P= productivity; R=relevance and V=viability

Since individual assessments of these programmes are provided in other parts of the present report, the following is an attempt to briefly describe and evaluate the main characteristics of strategic management research in The Netherlands.

In the Dutch context, research in strategic management ranges from the excellent (i.e., KUB-03 "Organization"), which in fact may define the European research peak within its relevant strategic management specialization, to the somewhat less satisfactory (i.e., RUG-03). The best Dutch research in strategic management is published in the relevant leading international journals. Moreover, in comparison with other European countries, the number of significant Dutch contributions appears to be high, and certainly well above the average. In other words, strategic management may well represent something of an international position of strength for Dutch research in business administration. Even so, no Dutch programme is on par with the best American strategy departments.

The magnitude of the inputs into Dutch strategic management research is quite large (even accounting for the fact that not all of the research that is

conducted in the above programmes can be classified as strategic management). It is therefore appropriate that some specialization within the field should take place. Indeed, the focusing and specialization of the programmes has clearly increased over the five year period. In particular, the most successful programmes - that is, KUB-03 and EUR-03 - have been characterized by increasing focusing of the research efforts. In particular, KUB-03 is characterized by a very focused and coordinated concentration on strategic management issues in the context of international business, and a sustained attempt to aim for the top journals in the field. Other programmes are characterized by less focused research efforts. However, some of these may compensate for a lack of focus with novel and innovative approaches and research methods.

Finally, it may be appropriate to ask whether it is sensible for the organization of research in management in the Netherlands to have such a relatively large number of programmes involved with strategic management issues, particularly since there is quite some distance in the quality dimension between the best performers and those that perform less well. It may be better to concentrate resources on the best programmes, and perhaps have fewer programmes. In this context, the Committee is somewhat concerned with the long-term viability of two of the programmes (RUG-03, EUR-04).

3.2 Operations/logistics/information management

The programmes in this sub-discipline cover research into the analysis, design and control of operational processes. Operational processes and systems are the means to achieve performance goals in relation to costs, quality and time of industrial and service organizations and their customers. The research in these programmes therefore focuses on how to achieve these goals. Two programmes (namely KUB-02 and VU-01) are focussed on Operations systems and technology (KUB-01 and VU-03), while the remaining two programs (RUG-01 and EUR-01) focus on operations management and logistics. In total, this section covers six programmes. The official identifications of these programmes, along with their Wp1 staff numbers (measured as fte, cumulative over five years), output (given as averages), and the scores awarded are shown below:

- RUG-01 Planning and decision support in business processes
- KUB-01 Computerized Information Systems
- KUB-02 Operations Research
- EUR-01 Intra- and Inter-organizational collaboration and coordination
- VU-01 Operations research
- VU-03 Information Technology and the Changing Organisation

Programmes, input and output						Evaluation scores			
Programme	Fte	PhD Theses/ WP 1	Academic Publications/ WP 1	Academic Publications/ WP1, 2 and 3	International Articles/ WP 1,2 and 3	Q	P	R	V
RUG-01	24.4	0.3	7.2	6.0	1.8	3	2	4	3
KUB-01	16.9	0.7	12.1	11.9	2.2	4	4	4	3
KUB-02	32.9	0.3	6.1	6.1	3.4	5	4	3	5
EUR-01	27.0	0.5	18.1	17.5	4.5	4	5	5	4
VU-01	6.6	0.5	6.4	6.3	4.1	4	4	2	3
VU-03	13.3	0.1	12.9	12.9	1.6	3	2	3	3

As the programmes in this section cover a wide range of subjects and even include scientific disciplines, it is difficult to generalise across these programmes. In fact, there are three subgroups, namely Operations Research, Information Technology/Systems and Operations Management.

The two Operations Research programmes (KUB-02 and VU-01) both focus quite successfully on fundamental and theoretical research, resulting in a substantial number of publications in top journals. However, because of the focus on theoretical research, the relevance of the research is not always clear and both groups might benefit from further strengthening their ties with industrial partners.

The two IT/S programmes (KUB-01 and VU-03) both cover a rather wide range of themes within this domain. Both groups are comparable in size, but the Tilburg group is more successful in terms of quality and productivity. RUG-01 and EUR-01 focus on operations management and logistics. The Rotterdam group has put a lot of effort during the assessment period into improving quality and productivity, and these efforts have paid off. The Groningen group has been less successful in these respects and will have to leverage the opportunities for driving theoretical development from practical issues and applications in the future, as Rotterdam has successfully done.

Finally, it was observed that the two best programmes (KUB-02 and EUR-01) are both clear examples of focus: the Tilburg programme has successfully focussed on theoretical research and publications in top journals whereas the Rotterdam programme has successfully focussed on developing theory out of practical problems. In other words: focus pays off.

3.3 Marketing

This section covers two programmes. The official identifications of these teams, along with their Wp1 staff numbers (measured as fte, cumulative over five years), average output and scores awarded are shown below:

EUR-02 Decision making in Marketing management

UM-01 Marketing and Market research

Programmes, input and output						Evaluation scores			
Programme	Fte	PhD Theses/ WP1	Average Academic Publications/ WP1	Academic Publications/ WP1, 2 and 3	International Articles/ WP1, 2 and 3	Q	P	R	V
EUR-02	21.0	0.4	14.7	14.4	2.5	5	4	4	5
UM-01	15.8	0.4	12.7	12.2	4.5	4	4	3	4

The judgement of the Research Evaluation Assessment panels in both Economics and Business and Management is that Marketing is one of the strengths of academic research in the Netherlands. Marketing researchers from the Netherlands are Europe's major contributors to the world's top marketing journals and often work with leading researchers from the US and elsewhere. Whereas many academics from outside the US still bemoan the exclusivity of 'American' journals, these European researchers have, on average, a higher penetration of the top echelons of journals than US academics. The strong economics tradition of the Dutch universities has helped marketing academics achieve this relative strength. This has given them the econometric and statistical skills that world-class marketing research demands and a clarity of thinking that is of great benefit. Within Europe, this has helped position Dutch researchers as the upholders of academic rigour, as innovators in research methods and as world-leading market modellers.

The discipline's early influence in European academic marketing has helped the researchers achieve their current strengths. Researchers from the Netherlands were among the founders of the European Marketing Academy and its journal, the International Journal of Research in Marketing. They have maintained that leading position, although their strength increasingly draws them towards marketing scientists from America and Australasia.

Their clear focus was a feature of the marketing groups assessed by the Business and Management Committee. Besides their clear focus on excellent analytical research, they have also grown to dominate niches within this discipline; for example, the decision support work at Erasmus and service marketing at Maastricht. Whereas the researchers' strengths may have evolved from the strong tradition in economics in the Netherlands, the researchers' grasp of the importance of critical mass and focus more likely flow from the marketing discipline's grasp of competitive advantage.

The marketing research groups in The Netherlands have distinct and clear strengths and a critical mass that allows them to have a vibrant research community and international impact. Now established, their rigour is likely to be maintained.

3.4 Financial Management and Accounting

This section covers two programmes. The official identifications of these teams, along with their Wp1 staff numbers (measured as fte, cumulative over five years), average output and scores awarded are shown below:

EUR-05 Financial Management

VU-04 Financial Markets and Institutions

Programmes, input and output						Evaluation scores			
Programme	Fte	PhD Theses/ WP1	Academic Publications/ WP1	Academic Publications/ WP1, 2 and 3	International Articles/ WP1, 2 and 3	Q	P	R	V
EUR-05	4.4	0.2	10.1	8.3	1.7	4	3	3	4
VU-04	15.2	0.4	13.5	11.1	2.3	4	3	4	4

Due to the vagaries and intricacies of the Dutch set-up, most finance and accounting programmes in the country have been submitted for assessment as part of the universities' Economics/Econometrics sections - albeit often part of their business-studies sections - rather than of business schools; so to discover the state of Dutch research in F&A, the two assessment reports should be read alongside each other.

The two teams submitted here are rather young: one (at VU) was created by a regrouping of existing units, and one (at EUR) started with a virtually clean slate towards the end of the assessment period. Both teams (or their founding members) are doing well in terms of past work, and would have come out quite respectably among the Economics/Econometrics research groups. There is a strong existing base for empirical work on capital markets, but also sound attention for analytical work and/or a strong interest in more general corporate-finance work. In that sense, these two programmes should become useful complements to the programmes in Economics/Econometrics, which often are almost entirely oriented towards empirical work.

3.5 Organizational renewal and HRM

This section covers four programmes. The official identifications of these teams, along with their Wp1 staff numbers (measured as fte, cumulative over five years), average output and scores awarded are shown below:

KUN- 01 Integral Organizational Renewal

RUG- 02 Production Service and Human Resource Management

VU-02 Dynamic Organizations and Markets

EUR-06 Organizational Dynamics: Creating and Coordinating Relations for Innovation, Learning and Change

Programmes, input and output						Evaluation scores			
Programme	Fte	PhD Theses/ WP1	Academic Publications/ WP1	Academic Publications/ WP1, 2 and 3	International Articles/ WP 1, 2 and 3	Q	P	R	V
KUN-01	33.6	0.5	10.4	9.6	1.8	3	3	3	3
RUG-02	21.7	0.3	9.5	9.5	2.3	3	2	3	3
VU-02	7.9	0.8	24.1	24.1	2.8	2	3	3	2
EUR-06	9.1	0.2	11.9	12.5	3.0	3	4	3	4

This is very much a residual category, despite the increasing importance of the human resource and its management within organizations. Although this is partly due to the way in which the assessment committee has grouped topics within its domain, it is also true that each of the research programmes included have several themes and perspectives within themselves. The common theme appears to be the structuring of organizations and the management of people within them.

There are two major programmes in this grouping. KUN-01 considers both organizational structures and processes, and applies a holistic perspective to the issues of organizational renewal and creativity. It comes from four theoretical perspectives: social systems theory, new organizational concepts, participation and new employment relationships, and innovation and knowledge management. It has good academic contacts, but rather weaker contacts with industry. In contrast, RUG-02, which is also an interdisciplinary programme, has substantial contacts with companies and other organizations, but is less well connected academically. It focuses on work organization from the perspectives of organization theory, socio-technical systems and psychology, and support systems such as supply chain management. It attempts to integrate micro, meso and macro levels of analysis, although many projects are substantially independent of each other. Finally, the small VU-02 programme attempted to combine marketing and human resource issues, but has now been split into separate programmes. The treatment of organizational theory has concentrated on the selection and socialization of human resources. EUR-06 is characterized by less focused research efforts. However it compensates for a lack of focus with novel and innovative approaches and research methods.

The field is therefore highly fragmented. Although there are examples of excellent projects, the overall picture is rather marginal. The area of organization and HRM is clearly of considerable importance, but work is split across these units and other units in different discipline areas such as psychology. There is clearly potential for approaches which focus more explicitly upon the business and management issues involved. Whilst not neglecting the underlying disciplines and theories, location in the field of business and management should provide a strong focus for practical and theoretical integration. Development of this area is important for providing a strong research basis for programmes of study.

4 Evaluation of Faculties and Programmes

4.1 Introduction

This section is devoted to some comments, per institution, on the research performance in Business Administration and Management by the Dutch universities. For this overall appraisal, the Committee relied on its interviews with the programme managers and on its meetings with the boards of the faculties.

It also discusses (1) the evaluation scores awarded by the Committee to the programmes presented by each university, (2) the direct (output/input) productivity figures computed from the numbers of PhD's awarded, publications and staff numbers.

The Committee has not made any changes to titles or names of the programme directors, but has just used the names given in the self-evaluation reports, which describe the situation in 2001.

Table of output/input productivity data*

University	PhD theses	PUB1	PUB2	PUB3	PUB4
RUG	0.3	9.5	8.9	2.5	2.4
KUB	0.4	7.9	7.6	2.9	2.9
EUR	0.5	16.1	14.8	3.2	3.0
KUN	0.5	10.4	9.6	1.8	1.6
UM	0.4	11.7	9.5	3.5	2.9
VU	0.4	14.2	13.1	2.6	2.4

* output counts divided by number of full-time equivalent staff input.

Source: self-reports by university faculties for VSNU assessment.

PhD theses : PhD theses divided by WP1 fte without PhD's

PUB 1 : Number of academic publications divided by WP1 fte minus PhD's

PUB 2 : Number of academic publications divided by WP fte total minus PhD's

PUB 3 : Publications in International refereed journals divided by WP1 fte minus PhD's

PUB 4 : Publications in International refereed journals divided by WP fte total minus PhD's

4.2 University of Groningen

Introduction

The Faculty of Management and Organization (Faculteit der Bedrijfskunde, BDK) offers an undergraduate programme in Business Administration as well as an undergraduate programme in Industrial Engineering & Management Science. Both disciplines are linked to each other, especially in the research area.

The Faculty participates in the research school, SOM (Systems, Organization and Management), a local school with a broad scope, set up jointly with the Faculty of Economics and the Faculty of Spatial Sciences.

The mission of SOM is to stimulate fundamental and applied research related to the company in its economic, spatial and demographic environment and to provide a PhD programme with a high international standard.

SOM has six research themes. Two of these themes, *Primary Processes within Firms* and *Innovation and Interaction* are predominantly BDK themes. For this assessment the first theme has been divided into two programmes: RUG-01, Planning and decision support in business processes, and RUG-02, Production, service and human resource management. The nature of SOM implies that it is sometimes difficult, if not impossible, to talk about separate faculty research programmes. Therefore, the group of researchers from the Faculty of Economics working in the area of Operations Research is included in programme RUG-01 of the Faculty of Management and Organization; the group of researchers from the Faculty of Management and Organization working in the area of Finance and Accounting is included in the programme RUG-02 of the Faculty of Economics.

Programme	Fte	Theses/ WP1, 2 and 3	Academic Publications/ WP1	Academic Publications/ WP1,2 and 3	Articles in International Journals/ WP1,2 and 3	Q	P	R	V
RUG-01	24.4	0.3	7.2	6.0	1.8	3	2	4	3
RUG-02	21.7	0.3	9.5	9.5	2.3	3	2	3	3
RUG-03	26.6	0.4	11.6	11.6	3.0	3	3	3	2
Total	72.7	0.3	9.5	8.9	2.4	-	-	-	-

General comments

- These programmes appear to be too large and heterogeneous. The coherence of the programmes is weak, they should be regrouped between the two faculties (Economics and Management)
- Foreign visitors appear to be insufficiently integrated, but they have a large influence on the output by dressing up the publications list. The three teams should be better co-ordinated, in order to improve productivity. The team leaders should have more power to direct the research of their teams. For the next round, the integration of foreign visitors should be better organised.

University:	University of Groningen	
Programme:	Planning and decision support in business processes	
Programme director:	prof. dr. R. Jorna	
Academic staff 2000:	19.2 fte	
Assessment	Scientific Quality	3
	Productivity	2
	Relevance	4
	Viability	3

This programme consists of a number of loosely related parts, the common element of which appears to be the use of computer technology and mathematical modelling applied to issues in operations management. It draws on theoretical perspectives taken from Information Science, Cognitive Science, Management Systems and Control, and Operational Research. Planning and Scheduling are studied regardless of whether they concern production, transportation or manpower applications. The theoretical perspectives mentioned are combined here. The approach to planning is partly formulated in the Scheduling Expertise Concept. It covers questions about the relation between planning domain and plan execution, between organizational and planning characteristics, between optimization and manipulation and the fit with ICT-support.

The emphasis of the research on systems and control is on production planning. It is embedded in broader research on production system design and improvement. The programme based on Operations Research includes stochastic programming. Projects rooted in the Information and Knowledge approach focus on management.

These approaches are applied to the above issues, together with newer themes related to software agents and e-business.

The programme has grown significantly over the period, but there is a relatively low output of both doctoral theses and scientific publications. Although the quality of the scientific publications is reasonable, they do not generally reach the top journals, and doctoral theses rarely form the basis for subsequent scientific publication. However, there is a considerable amount of applied work, undertaken in conjunction with business organizations, which also leads to scientific output.

It is not clear what the integrating driver of the research programme is, nor what the balance between practical application and scientific development is intended to be. However, it has considerable potential to drive theoretical development from practical issues and applications, which has not been fully realized to date.

University:	University of Groningen	
Programme:	Production, service and human resource management	
Programme director:	prof. dr. J. Wijngaard	
Academic staff 2000:	14.6 fte	
Assessment	Scientific Quality	3
	Productivity	2
	Relevance	3
	Viability	3

This programme focuses on multidisciplinary research on how to organize transformation processes, given intended performance objectives, and brings together knowledge from production, operations and human resource management. Research is carried out from different perspectives (transformation processes themselves, human and technical systems, and support systems) and on different levels (micro, meso, macro). The research area fits well with the mission of the Faculty, but the connection between the specific research projects and the theme of the programme is not always clear.

The programme has had a steady stream of input and output over the assessment period. The publication strategy is to produce both professional and scientific publications, which has led to a relatively low number of scientific and a high number of professional publications. The number of publications in A-journals, in particular, is low. Although there is a reasonable number of papers in solid B-journals in relation to the available input, the output of publications and PhDs remains rather low.

The relevance of the research is undisputed and there is a substantial co-operation with outside institutions such as hospitals and companies. There is little evidence of co-operation with other academic institutions. Given the size of the group and the relevance of the research, as well as plans to increase coherence and productivity, there is little doubt as to the future potential of the programme.

University:	University of Groningen	
Programme:	Innovation and interaction	
Programme director:	dr. R. Vossen	
Academic staff 2000:	15.9 fte	
Assessment	Scientific Quality	3
	Productivity	3
	Relevance	3
	Viability	2

The group has displayed some success in the international business and innovation aspects of their mission of investigating the “connection between strategy, industrial organization and marketing in the context of innovation and implementation in new business development, from the context of interaction.” The intended area of study is broad in content and method. The content is the connection between strategy, industrial organization and marketing in the context of innovation seen in terms of inter-company relationship management, innovation management, international management and technology policy. The disciplinary inputs are economics, social exchange theory, theories of learning and adaption, sociometric network analysis, and management and organization.

The output includes publications in a number of top journals. Over the whole period, the quality of the output has been good but depends a great deal upon two former directors who have left for other universities and a hugely productive international visiting scholar. Several areas that are described as being important to the group do not appear in the output of the group. Marketing is one such case.

The overall productivity of the group is up to standard when taken across the whole period analysed. This is true for PhD theses, scientific and professional publications.

The Committee observed moderately good practitioner oriented output. This is a strength compared with more academically attuned research groups. The group studies complex issues that engage managers.

Despite producing good quality and quantity of relevant output in the past, the programme is in transition. The research mission is not only very broad but is not covered by past or present members of the programme. Moreover, it is difficult to see a unifying theme that embraces the range of interests displayed by the research produced. The complexity of the programme probably reflects the broad interests and abilities of programme directors that have been lost to other universities. At the time of the committee meeting, a new professor was to be appointed but the viability of the programme is in question until that appointment is made and a more clearly defined research programme decided on.

4.3 Tilburg University

Introduction

The Faculty of Economics and Business Administration offers an undergraduate programme in Economics and Econometrics and, as of 2001, an undergraduate programme in Business Administration.

In 1986 the first Review Committee on Research in Economics published a report on the productivity of economics research in the Netherlands over the period 1979-1985. The Committee concluded that economics research in the Netherlands was lagging behind other countries and that Tilburg had the lowest output. This finding led to a drastic change in policy at Tilburg University, of which the founding of CentER in 1988 was a prime example. In 1995 the second Review Committee on research in Economics concluded in its report regarding Tilburg: “The average quality of research is good”. CentER started as a relatively small research institute specializing in economic theory and applied econometrics. Since then, CentER has expanded into all major fields of economics and management. All funded research in the Faculty of Economics and Business Administration at Tilburg University is (as of 1999) organized through CentER. It is also responsible for the graduate programmes in Economics and Management. Three programmes were submitted to the Assessment Committee for Management and Business Administration; six programmes were submitted to the Assessment Committee for Economics. The primary interest of the Faculty is in fundamental research focussed on the basic themes of economics and business administration. This approach emphasizes co-operation between members of various research groups. Consequently, many researchers are members of two research groups. The research focus is both knowledge- and society driven. It is inspired by theoretical development, curiosity to understand the world around us as well as possible applications. The faculty is aiming to achieve a position among the best universities in Europe in research in all major fields of economics and business administration.

Programme	Fte	Theses/ fte	Academic Publications/ WP1	Academic Publications/ WP1,2 and 3	Articles in International Journals/ WP1,2 and 3	Q	P	R	V
KUB-01	16.9	0.7	12.1	11.9	2.2	4	4	4	3
KUB-02	32.9	0.3	6.1	6.1	3.4	5	4	3	5
KUB-03	16.4	0.4	7.0	6.4	2.4	5	4	3	4
Total	66.2	0.4	7.9	7.6	2.9	-	-	-	-

General comments

- This faculty has the best structured programmes and focuses on high quality programmes
- Focussed research programmes pay off
- Foreign visitors seem to be particularly well integrated into the faculty
- The PhD programme is of high quality
- A positive aspect of the research is that it is a managed process in which quality is achieved through quantitative measures.

University: Tilburg University
 Programme: Computerized Information Systems
 Programme director: prof. dr. M.P. Papazoglou
 Academic staff 2000: 5.4 fte

Assessment	Scientific Quality	4
	Productivity	4
	Relevance	4
	Viability	3

This is a unit which is seeking to study (and improve) the impact of ICT on the performance of individuals, teams and organizations.

The principal objective of this group is to contribute to a wide variety of research issues related to interdisciplinary research and development in Information Systems/Information Management, and influence the future prospects and development of the field at an international level. In particular, the research undertaken by the group is multi-disciplinary and aims at producing new concepts and methodologies, and developing cutting edge technology with wide applicability that addresses challenging research problems. It aims at advancing the current state of the art regarding the application, content, and delivery of information and information systems originating from diverse organizations, improving the art of decision-making and integrating new technologies into business practice.

It combines practice-based project work (particularly PhDs) with high-level scientific publications. The research work is however spread over quite a wide range of themes given the relatively modest size of the group. These themes encompass large-scale IS systems, legacy integration, IT governance, e-business, knowledge management and group work support systems. The group is also very active in the organization of conferences and seminars to disseminate knowledge.

The group has grown slightly, but has increased its impact by targeting high quality publications and the recruitment of strong staff on a tenure-track system. A strength is the use of project-based PhDs. Research grant income is good and members of the group are well involved in the organization of conferences.

There was some concern that the areas covered were very broad for a modestly sized group and that it was not always clear what the mission, strategy and development plans of the group were. However, with some greater attention to direction, it is believed that the group has an important contribution to make.

University:	Tilburg University
Programme:	Operations Research
Programme director:	prof. dr. J.P.C. Kleijnen
Academic staff 2000:	10.3 fte

Assessment	Scientific Quality	5
	Productivity	4
	Relevance	3
	Viability	5

This group aims to conduct cutting edge research in the various domains of operations research (stochastic OR, deterministic OR, simulation and artificial intelligence, combinatorics and game theory). The focus of the programme is on extending the theoretical framework for improving the quality of decision-making in organizations, but whenever possible also takes direct applications into account. The programme thus aims at:

- 1) developing and analysing theoretical methods and tools for improving the quality of decision-making
- 2) testing these tools by means of simulation, and
- 3) applying these methods to organizational decision problems.

By its very nature, operations research is multi-disciplinary. Its methods range from mathematical programming to stochastic processes, from decision analysis to simulation, and from statistics to utility theory. The members of the group have been educated in disciplines such as operations research, mathematics, computer science, business administration and economics. They apply their methods to diverse areas, such as operations management in service and manufacturing, logistics, energy, environment, information systems, accounting and auditing.

The programme has yielded an impressive number of theoretical results in recent years.

During the assessment period, the group has made progress in increasing the coherence of the programme and has been active in encouraging research topics covering more than one of the above domains. There is a clear focus on publishing in top journals, while not neglecting contacts with industry.

The output of the programme is impressive in all respects (scientific and professional publications, PhDs). There is substantial evidence of co-operation with other academic institutions. Given the focus on theoretical research, the relevance of the research is not always clear, although there is some co-operation with industrial partners.

Given the output, recent staff additions and the size of the group, there can be no doubt about the viability and future potential of this programme.

University: Tilburg University
 Programme: Organization
 Programme director: prof. dr. H.G. Barkema
 Academic staff 2000: 8.1 fte

Assessment	Scientific Quality	5
	Productivity	4
	Relevance	3
	Viability	4

The mission of this programme is defined as:

- 1) publishing in top journals, which in the case of this programme are the Strategic Management Journal and the Academy of Management Journal
- 2) strong integration with the North-American research setting, and
- 3) building infrastructure that favours the creation and dissemination of knowledge, by means of editorships, conference organization, etc – all in the context of strategy and international management (which suggests that the name of the programme may be a slight misnomer).

More specifically, the thematic focus is broadly on companies' strategic choices, particularly in an international setting, which splits into the three sub-themes of 1) foreign entry strategies, 2) the interplay between entry strategies and knowledge accumulation, and 3) a focus on the governance structures and top management styles that underlie entry strategies and company performance. In reality, the main orientation of the programme appears to be on international management, rather than on broadly conceived strategy.

This is a very coherent and productive programme, with a strong publishing record in the major international journals. The five key publications are all of a very high quality, and are all from top journals. Publication activity appears to be rather evenly distributed across programme members, although a core consisting of the programme director and the international scholars attracted by the programme account for the most significant publications. There are relatively few professional publications. In this connection, the relevance of the programme is not that impressive. However, at the interview, the staff demonstrated awareness of this to the committee, and stressed that an attempt would be made to increase relevance.

Quite a number of the programme participants are very well established internationally. There is a high visibility in contexts, editorial boards, organizations, etc. traditionally dominated by North-American academics. Again, this seems to be somewhat unevenly distributed across programme members. The programme development plans show an awareness that there may be some critical mass problems but that the reputation of the programme may be leveraged, since they include an attempt to hire "one or two excellent

senior researchers”, in addition to other complementary initiatives, such as increasing seminar activity and establishing a distinct American-style programme. There can be no doubt that this is clearly a viable programme.

4.4 Erasmus University Rotterdam

Introduction

The Rotterdam School of Management (Faculteit Bedrijfskunde) offers an undergraduate and a graduate programme in Business Administration as well as an undergraduate and a graduate programme in International Business Administration.

Its roots go back to 1966 when a few large Dutch companies set up the Foundation for Business Administration. In 1969 the Foundation established a “Graduate School of Management” for pre-experience management education. This school was a joint operation between Delft University of Technology and the Netherlands School of Economics in Rotterdam (which later became Erasmus University). In the mid-eighties the school moved to Rotterdam and was renamed the Rotterdam school of management, a “faculty” of the Erasmus University.

Since the inauguration of the school, its focus has gradually shifted from an emphasis on teaching to a fully-fledged combination of education/teaching and academic research. The research focus is on the company in its environment, its intra- and inter-company relations, its business processes in their interdependent connections and the management of these as an exclusive and distinctive scientific domain. In 1998 the School, together with the School of Economics, founded the Erasmus Research Institute of Management (ERIM). In addition to research activities carried out in ERIM, researchers of the School also participate in TRAIL (The Netherlands research school for TRANsport, Infrastructure and Logistics). Another research institute in which the Rotterdam School of Management and the School of Economics co-operate is EURIDIS, the Erasmus University Rotterdam Institute for Decision Information Systems. The mission of the Rotterdam School of Management is to be a leading international business school, acquiring, transferring, disseminating and applying knowledge, triggered by the future needs of business. The research mission is to contribute to scientific research that enables organizations to assess and improve their business processes in order to perform in a profitable and responsible way.

Programme	Fte	Theses/ fte	Academic Publications/ WP1	Academic Publications/ WP1,2 and 3	Articles in International Journals/ WP1,2 and 3	Q	P	R	V
EUR-01	27.0	0.5	18.1	17.5	4.5	4	5	5	4
EUR-02	21.0	0.4	14.7	14.4	2.5	5	4	4	5
EUR-03	21.3	0.6	13.4	13.4	3.1	4	4	4	4
EUR-04	13.7	0.9	22.9	15.6	1.4	3	3	4	2
EUR-05	4.4	0.2	10.1	8.3	1.7	4	3	3	4
EUR-06	9.1	0.2	11.9	12.5	3.0	3	4	3	4
Total	96.4	0.5	16.1	14.8	3.0	-	-	-	-

General comments

- The School of Management as a whole could benefit from the realignment and renaming of their research groups to improve their critical mass and the clarity of their endeavours. In particular, the differentiation between research groups with names such as “Intra- and Inter-organizational Collaboration and Co-ordination” (EUR-01), “Organizational Dynamics: Creating and Co-ordinating Relations for Innovation, Learning and Change” (EUR-06), “Competing for Tomorrow; Managing Strategic Renewal of Multi-unit Firms and Networks in Turbulent International Environments” (EUR-05) and “Internationalization and Competitive Space (EUR-04) is confusing.
- Erasmus proves that a combination of applied and theoretical research can be carried out in a successful way.

University:	Erasmus University	
Programme:	Intra- and inter-organizational collaboration and coordination	
Programme director:	prof. dr. ir. J.A.E.E. van Nunen and prof. dr. K. Kumar	
Academic staff 2000:	16.97 fte	
Assessment	Scientific Quality	4
	Productivity	5
	Relevance	5
	Viability	4

The subject of study here is how to organize and manage (inter) organizational business processes. The theoretical focus has been on concepts of management science, logistics, information systems and telecommunications and their role in enabling and managing intra and inter organizational collaboration and coordination. The practical focus is to large extent on (logistic) business processes, often inspired by activities related to the Port of Rotterdam.

This research programme concentrates on collaborations and co-operations between and within organizations, with a focus on physical connections (transportation and logistics) and on information connections (ICT). There are three sub-themes: Logistics Management, Information Management and Business Telecom. The mission of the programme is to contribute substantially to the demand for research in the above areas through publications, participation in international research networks, etc.

Many of the fundamental theoretical results that were achieved have their roots in practical projects that were carried out in cooperation with companies like KLM, Dutch Railways, Dutch Flower Auctions, Heineken, Robeco, etc.

The programme has made very good progress over the assessment period. All three sub-themes now produce large amounts of research of international standard, are recognized internationally and work closely together with companies and/or other non-university institutions.

The productivity, international position and reputation and international co-operation are all impressive and outstanding.

The programme is relatively successful in attracting foreign PhD students (from e.g. Malaysia and Eastern Europe).

There is no doubt about the relevance of the research, as there are many forms of co-operation with potential users of research results: no doubt at all on the viability of this programme.

University:	Erasmus University	
Programme:	Decision-Making in Marketing Management	
Programme director:	prof. dr. ir. B. Wierenga	
Academic staff 2000:	11.21 fte	
Assessment	Scientific Quality	5
	Productivity	4
	Relevance	4
	Viability	5

The programme's mission is to contribute to the body of knowledge on "decision-making in marketing" in a manner that has academic rigour, leads to new scientific insight and has practical relevance. The title of the programme and its mission clearly describes the research and ambitions of the programme. Adherence to their clear but demanding mission doubtless contributed to the research programme's success.

The four topics covered by the research programme, strategy, competition, innovation and consumer behaviour have been published in leading international journals. Their "academic rigour" in work that leads to new "scientific insight" is demonstrated by their research regularly appearing in the world's leading journals, including Management Science, Marketing Science, the Journal of Marketing and the International Journal of Research in Marketing. The group's role within the world's academic marketing community has enabled it to attract collaborative work from international scholars likely to be of long-term benefit.

A feature of the group's research is the link that it makes between the decision making of consumers and that of marketing decision makers. This gives their research the dual strength of considering marketing activity from manager to consumer. The group's consumer psychology research was led by Van Raaij, a founder of Europe's Marketing Academy. From understanding the consumer, the group has been able to explore many specialist areas of marketing, new product marketing, international marketing and marketing communication.

The group is distinctive in converting their research into decision-making tools for managers. Few research groups are so practical. The group should continue to focus on implementing marketing decision support systems as well as on rigorous theoretical marketing research. They should also continue with the synergetic study of both consumer and managerial decision-making. The quality of the output is strong and this is reflected in the research group's leader contributing to the European Academy of Marketing. The group is focused and producing work that is valued beyond the bounds of academic marketing. This influence and focus give the group a robust viability.

The group's productivity in terms of "numbers of theses" and academic publications is low compared with other research groups within Erasmus and The Netherlands. There is, however, evidence of a justifiable trade-off between quantity and quality.

The evidence of industrial support and practitioner involvement suggests that the group could do more to improve the relevance of its work. However, the major strength of the group is the excellence of its research contribution so it may not be appropriate for its research excellence to be diluted by industrial involvement that does not have a symbiotic relation with the research group's overall contribution.

University:	Erasmus University	
Programme:	Competing for Tomorrow: Managing Strategic Renewal of Multi-unit Firms and Networks in Turbulent International Environments	
Programme director:	prof. dr. ing. F.A.J. van den Bosch and prof. dr. H.W. Volberda	
Academic staff 2000:	10.34 fte	
Assessment	Scientific Quality	4
	Productivity	4
	Relevance	4
	Viability	4

The stated mission of this programme is to become a leading European research centre in strategy, and to accomplish this by means of international publishing activities and knowledge dissemination to the relevant business community. Its main thematic focus is the investigation of the managerial capabilities and organizational resources that are likely to enable a company to renew, augment, and adapt its core competence(ies) over time, a process that may lead to strategic renewal in terms of products, services, and capabilities. In line with this, the programme is focused along 4 themes: 1) changing international business environment, 2) changing intra- and interorganizational forms, 3) new managerial roles, and 4) trajectories of strategic renewal.

This is a large programme with substantial, but temporary, participation by relatively prominent international scholars. Partly because of the heavy international participation, the programme is clearly well connected and established internationally, as measured, for example, by editorships, special issues of journals, and ability to attract international scholars.

The programme is essentially a continuation of an earlier programme (“Environmental Analysis, Corporate and Business Strategies, Strategic Networking”). According to the self-assessment, the programme participants have tried to increase the coherence compared with the evaluation of the earlier programme, and they have increased their publication activity as well as their PhD production. In quantitative terms, publication activity is good and apparently in line with the stated aim to increase publishing activity. However, a very substantial (though decreasing in the five years period) fraction of the publications does not fall within the theme of the programme, and perhaps not even within the broader area of “strategic management” (the new name of the programme). Thus, in terms of the published output, this is not a very coherent programme. Moreover, for a programme that wants to become a leading research centre in strategy, there are a relatively low number of publications in the top American strategy journals (notably Strategic Management Journal). Part of the reason for this is that there is a

striking absence of quantitatively oriented work in the programme. The output in terms of PhD theses is quite good.

With respect to relevance, some efforts are being invested in building contacts with business. There is some involvement with Dutch governmental agencies and with Dutch companies in the form of contract research. The future of this programme looks promising. This overall impression was confirmed during the interviews in which the programme directors stressed their ambition to publish more in the top strategy journals and to increase the thematic coherence of the programme. It may be added that an attempt to increase the amount of quantitative research would help to reach the programme's stated goals.

University:	Erasmus University	
Programme:	Internationalisation & Competitive Space	
Programme director:	prof. dr. R.J.M. van Tulder and prof. dr. C.B.M. van Riel	
Academic staff 2000:	11.32 fte	
Assessment	Scientific Quality	3
	Productivity	3
	Relevance	4
	Viability	2

This is a rather large group with a good local visibility, whose output is qualitatively and quantitatively adequate, but has an unclear focus. One major unifying effort is the construction of a large database, SCOPE, and, in line with that, the continuation of Vernon's database (originally at Harvard). However, scientific output from this effort has not yet reached the publication stage. Apart from SCOPE, the work looks rather disjointed. The group's name suggests, "internationalisation" and "competitive space" (a reference to regulation, it turns out) as major themes, while the selfassessment text and the group's oral presentation proposed uncertainty as the unifying theme. In practice, this group does almost anything (with obvious exceptions like OR/OM and accounting). For instance, the text lists self-regulation (ethical code), finance, innovation, and environment/ecology, and the oral presentation even mentioned issues like branding. The fragmentation of efforts, the (potentially demotivating) size of the group, and the unclear division of labour with EUR-03 do not appear to be helpful for the effectiveness of the group. This explains why the Committee decided to give a low score of 2 for viability. The Committee believes that fragmentation and lack of focus raises questions about the long-term viability of this group. The published output is adequate, as we have already said, but not really impressive by the best international academic standards. Maybe it is inherently difficult to publish multi-disciplinary work traditional top journals? Maybe the SCOPE investment still has to pay off? Whatever the reason, top-journal output is absent in the evaluation period, and the lone 2001 JF article is not of the interdisciplinary/ international/regulation type. There are strengths, though. SCOPE may become the launching pad for unique work, it is already the basis for some high-visibility non-academic output (such as the World Investment Report), and provides data for studies in many fields. There are interesting applied projects for governments and institutions, quoted in the financial press (Economist, FT, FEER). There is a huge output in local and professional outlets. The ideal outcome would be for this visibility and relevance to the business and government world to be combined with more top-rated academic output.

University: Erasmus University
 Programme: Financial Management
 Programme director: prof. dr. C.G. Koedijk
 Academic staff 2000: 7.30 fte

Assessment	Scientific Quality	4
	Productivity	3
	Relevance	3
	Viability	4

This group carries out both fundamental and applied research. The focus of the research is on solving the practical (applied) and relevant financial management problems of companies and institutions. There is often debate on the question of whether finance as a topic is a real management theme, or whether it is purely economics. Seeing it as a real management theme, this group combines insights from fundamental research into finance and accounting with financial management problems. There are no subprogrammes. The key words are: financial management, management accounting, risk management and financial markets.

This is a very recently formed group. All of the work published by the current staff has been produced elsewhere. This means that, strictly speaking, this unit cannot be evaluated as a research team on past performance. Nevertheless, the past work of the group bodes very well for the future; the new team leaders (both from the financial area) have excellent publication records and there seems to be a good group of eager young fellows that have recently joined or will join shortly. The co-operation with the finance group in Economics, via ERIM, is to be commended, and further synergies would be achieved if the physical distance barriers could also be removed. The group's focus on corporate finance should also provide great opportunities to mix empirical and analytical work.

The accounting section looks less mature so far, but even here the assessment committee is optimistic. In the start-up phase, the mixing of Finance and Accounting is surely acceptable, but the combination remains unusual in the Netherlands and will make comparability with other schools' teams more difficult.

University:	Erasmus University	
Programme:	Organisational Dynamics: Creating and Co-ordinating Relations for Innovation, Learning and Change	
Programme director:	prof. dr. B. Nooteboom	
Academic staff 2000:	10.97 fte	
Assessment	Scientific Quality	3
	Productivity	4
	Relevance	3
	Viability	4

Being a new research programme, only formed in 1999, the group has not yet had time to display excellence in all its prescribed fields of research and methods. In the long term its ability to do so may be limited by the seemingly precise research group title that impacts on the study of several wide domains using a huge variety of research traditions. In the short time since it has been formed, the group has not had a chance to develop a programme with the clarity of vision and critical mass of consistent expertise that are necessary to achieve full international excellence.

The programme has produced some excellent work since 1999, although much of this is based on work done prior to its formation. So far, the output of work of international standing depends upon the group's renowned coordinator and a part-time member of staff whose main affiliation is elsewhere. Although the group's output does include some strong pieces, the contribution of the whole is limited by its lack of coherence. The diversity of the output is inevitable given that the published work must have been done before the programme was formed. However, the declared lack of methodological, disciplinary or content focus of the programme does not suggest that coherence will improve.

The productivity of scientific publications is good, although it will be some years before the group can show its own strengths. Given the theoretical nature of the group's work, it is not surprising that the productivity of professional publications is low.

The programme's research methods are wide but the output to date shows that the researchers have a much greater interest in theory development than theory testing or implementation. This leaning results in the group developing valuable progress in theory development but without showing much interest in validating the 'theory' or implementing their sophisticated thinking in the market place. The strength of the programme's coordinator, the business school and the people the programme has been able to attract, make the research group viable. It remains to be proven that the group can achieve the cohesion that will allow the programme's output to contribute more than the sum of its parts.

4.5 University of Nijmegen

Introduction

The comprehensive Faculty of Policy Sciences/Nijmegen School of Management offers the following undergraduate study programmes: Political Science; Economics; Public Administration; Business Studies; Human Geography/ Spatial Planning; and Environmental Social Sciences.

Research in the Faculty of Policy Sciences/Nijmegen School of Management is organized in the Faculty Research Programme Business and Policy Innovation in the European Environment. This is the biggest of the nine research programmes of this faculty.

The Management research activities are located in one of the three constituent parts of its overall research programme:

- Integral Organizational Renewal (Management Sciences)
- The internationalisation of Europe (Economics, Public Administration (in part))
- Innovative Spatial and Environmental Policy in the European Context (Spatial and Environmental Sciences and Public administration (in part))

The three themes have been integrated into national research schools. The researchers in Management Sciences are involved in the research institute SOM. Several individual researchers also participate in CERES (Centre for Resource Studies for Human Development), NOV (Netherlands Research School for Gender Studies) and TRAIL (Transport, Infrastructure and Logistics)

The faculty is commissioner for the Research Institute, Nijmegen Centre for Business, Environment and Government (NICE).

Researchers in the faculty are aiming to develop an understanding of, and ultimately scientifically valid and innovative answers to, the complex problems facing modern European business, national states and regions. They do so through strategic and interdisciplinary research, combined with applied and fundamental research.

Programme	Fte	Theses/ fte	Academic Publications/ WP1	Academic Publications/ WP1, 2 and 3	Articles in International Journals/ WP1, 2 and 3	Q	P	R	V
KUN-01	33.6	0.5	10.4	9.6	1.8	3	3	3	3

University:	University of Nijmegen	
Programme:	Integral Organizational Renewal	
Programme director:	prof. dr. P.H.J. Hendriks	
Academic staff 2000:	16.8 fte	
Assessment	Scientific Quality	3
	Productivity	3
	Relevance	3
	Viability	3

The objective of this research programme is to contribute to the understanding of organizational renewal from an integral point of view. This point of view involves the notion of organizations as combined social and technical systems in relation to their environment. The research focuses on the development and elaboration of two perspectives on viable organisations: designing/ redesigning organizational structures, and organizational processes and associated organizational strategies and policies. Within these two perspectives, the research has been consolidated along four thematic lines; 1) social systems theory; 2) new organizational concepts; 3) participation and new employment relations; 4) innovation and knowledge management. The research programme is thus reasonably focussed and coherent.

The productivity of the programme and its members is still rather low but has shown a steady improvement over the assessment period. The quality of the research is satisfactory, but a stronger focus on papers in top journals would be beneficial.

There is a lot of co-operation with researchers from other academic institutions, but, given the size of the programme and the topics being studied, the level of co-operation with industry could be improved.

Given the current focus and increasing output levels, as well as the size of the group and its reputation, there is little doubt as to its viability.

4.6 Vrije Universiteit Amsterdam

Introduction

The Faculty of Economics and Business Administration offers an undergraduate programme in Economics and Econometrics as well as an undergraduate programme in Business Administration.

The Faculty participates in the research school, the Tinbergen Institute, founded by the economic faculties of VU, UvA and EUR. For this assessment, the faculty is associated with one research institute: the Economic and Social Institute (ESI) financed partly by the faculty (only 3 of 30 fte total), but most of its research by far is financed by third parties. The researchers of this institute participate in several of the faculty's research programmes.

The faculty aims to carry out theoretical and applied research of high quality in the various fields of economics, econometrics and business administration and attaches considerable importance to the social relevance of its research, as well as to theory development.

The Faculty currently encompasses twelve research programmes, of which two programmes are of overriding importance (Spatial Dynamics, Interaction and Information and Applied Labour Economics), both submitted with six other research programmes for assessment by the assessment Committee for Economics. Four programmes were submitted for assessment by the Committee for Business Administration and Management.

Programme	Fte	Theses/ fte	Academic Publications/ WP1	Academic Publications/ WP1, 2 and 3	Articles in International Journals/ WP1, 2 and 3	Q	P	R	V
VU-01	6.6	0.5	6.4	6.3	4.1	4	4	2	3
VU-02	7.9	0.8	24.1	24.1	2.8	2	3	3	2
VU-03	13.3	0.1	12.9	12.9	1.6	3	2	3	3
VU-04	15.2	0.4	13.5	11.1	2.3	4	3	4	4
Total	43.0	0.4	14.2	13.1	2.4	-	-	-	-

General comments

- The programme, VU-05, was not reviewed by the Committee as this programme had been partly discontinued with most parts moved to VU 04. Its output had already been included in that programme
- The size of the groups is arguably sub-optimal and their long-term viability is poor. This does not mean however that the Committee would like to encourage large groups as such.

University:	Vrije Universiteit	
Programme:	Stochastic Operations Research	
Programme director:	prof. dr. H.C. Tijms	
Academic staff 2000:	2.18 fte	
Assessment	Scientific Quality	4
	Productivity	4
	Relevance	2
	Viability	3

This is a very small programme, which is focussed on fundamental research in various areas of operations research, in particular on stochastic operations research.

The keywords are: simulation, stochastic control, queues and stochastic networks.

Two specific topics are studied in detail, namely the performance analysis of queues and stochastic networks, and the development of algorithms and queues for large-scale stochastic organizations.

The quality and productivity of the group is good, as witnessed by the number of publications in top journals. Given the focus on theoretical research, the relevance of the research is not clear, and there is little evidence of co-operation with industrial partners. The group is primarily concerned with the theoretical development of mathematical models.

The programme does not seem to suffer from its relatively small size and, with the current programme leader, its viability seems assured.

University: Vrije Universiteit
 Programme: Dynamic Organizations and Markets
 Programme director: prof. dr. P.G.W. Jansen
 Academic staff 2000: 2.85 fte

Assessment	Scientific Quality	2
	Productivity	3
	Relevance	3
	Viability	2

The mission of this programme has been to contribute knowledge about how environmental dynamics influences companies' selection, development and maintenance of markets, as well as how personnel are selected, trained, motivated and assessed, and, finally, how personnel and market resources are managed at various levels. More specifically, the programme is focused on three major themes: 1) selection/socialization of human resources, 2) strategic planning in a global context and 3) intra-organizational processes for strategic change. These subject areas are approached from the perspectives of organizational psychology, logistics, marketing, and management science.

This is clearly a very heterogeneous programme, both in terms of subject areas and underlying scientific approaches. There is no clear scientific core to connect the diverse elements that constitute the programme. It is very difficult to see the existence of any synergy between the three themes, arguably because they are simply too unconnected. Programme development mentions that 2) and 3) above will be replaced by a new focus on "strategic marketing."

It has been decided to break up the programme into two new programmes, one on marketing and one on human resource management. However, there is reason to question whether a new programme of marketing will be particularly viable, particularly in the Dutch setting, where marketing research is already relatively strongly established elsewhere.

The programme that is described in the self-assessment is rather small in terms of inputs - although no fewer than 8 full professors have participated in it - and inputs have been falling sharply since its inception in 1996. Moreover, the programme chair left in 1997 for a new position. Arguably, this partly explains the low absolute productivity of the programme. However, relative productivity is not very impressive either. Notably, the programme has only produced a total of 22 international journal articles (as well as a number of other publications) of average quality. It is difficult to judge the relevance of this programme because of its thematic incoherence. There is some connection to business, and a number of PhDs have been partly sponsored by companies. The relevance appears to be

at an average level. There is almost no 2nd and 3rd flow financing. There are difficulties in attracting PhDs. Little quantitative work is undertaken. International collaboration is also low.

Evaluated as a whole this programme has poor expected viability. There is little reason to believe that the splitting of the programme into strategic marketing and HRM will increase its viability.

University:	Vrije Universiteit	
Programme:	Information Technology and the Changing Organization	
Programme director:	prof. dr. M.R. Creemers	
Academic staff 2000:	4.04 fte	
Assessment	Scientific Quality	3
	Productivity	2
	Relevance	3
	Viability	3

The objective of this programme is to obtain a deeper understanding of the organizational changes that are required for, or enabled by, IT applications. In this programme, IT is not conceptualised as a tool that can be readily and effortlessly applied for specific purposes, but as a complex technological system that requires complementary changes in the organizational structure to be implemented successfully. The programme is applied in nature. Based on solid qualitative and quantitative research, the research team seeks to derive practical recommendations for IT managers and economic policy makers. Additionally, information systems are developed to showcase the findings, which are used extensively both in undergraduate and executive education. Furthermore, these systems find practical application in improving the accessibility of economic statistics for policy makers. The research output reflects the practical orientation, given its emphasis on publications in professional journals and trade journals.

Within this broad field, four main research themes have been identified:

- IT and changes in learning processes. The key research question is: to what extent does the application of information technology improve individual and organisational learning? What information systems features need to be implemented?
- IT and changes in the accounting process. The key research question is: what are the implications of cross-departmental information systems for the role of the corporate controller?
- IT and changes in the marketing and sales processes. The key research question is: to what extent are electronic commerce systems able to improve the effectiveness of marketing and sales processes? What e-commerce features need to be implemented?
- IT and R&D. The key research question is: focuses on understanding the interaction between investment in R&D and IT and its impact on company-level employment and wages.

These themes are only loosely related. The research carried out within the programme is mostly of an applied nature but the number of publications in (top) journals is disappointingly low. There can be little doubt about the relevance of the research topics, although there is little evidence of cooperation with other institutes or partners in industry.

Given the choice of future research topics and plans to increase the productivity of the group, there are few concerns about the long-term viability of this programme.

University:	Vrije Universiteit	
Programme:	Financial Markets and Institutions	
Programme director:	prof. dr. C.G.E. Boender and prof. dr. A. Lucas	
Academic staff 2000:	5.47 fte	
Assessment	Scientific Quality	4
	Productivity	3
	Relevance	4
	Viability	4

The creation and selection of good investment opportunities under a veil of uncertainty is a challenge for many institutions, companies and individuals. The same holds for finding appropriate financing opportunities for investments and designing adequate compensation schemes for stakeholders. This research programme deals with these aspects of financial decision making for individuals, companies and financial institutions.

The programme addresses two broad research themes: 1) Financial markets and corporate finance and 2) asset/liability management and banking. Both themes aim at performing fundamental research that can be translated into practically useful results.

The first theme has two focal points: firstly, the behaviour of financial markets and, secondly, corporate finance.

The second theme on risk management and banking has three focal points. Firstly, mathematical /statistical techniques are developed for defining and measuring risk. Secondly, given contemporary (downside-)risk definitions, the programme investigates how assets and liabilities can be managed actively at the portfolio level. Finally, the second theme includes studies on contemporary issues in banking, focusing on both regulatory (banking/systemic risk) and monetary issues (central bank perspective).

This is a relatively young and small but nevertheless active and high-level unit. It would have been rated rather well among the Economics-Econometrics Finance programmes (which in turn, are generally doing well, internationally speaking).

Unlike many Economics-Econometrics Finance programmes, this one avoids near-exclusive orientation towards empirical work: it also includes a good dose of analytical work. Ideally, PhD output should rise and should aim, more than before, at publication in international journals.

The plan to expand the group's size and scope is to be commended; its new insurance-oriented sub-team, for instance, seems to aim at a market that is, to a large extent, ignored in academia (in the Netherlands and elsewhere) but whose interest in high-level, sophisticated work, both analytical and empirical, is potentially quite high. Equally commendable is the proposal to team up with part-time colleagues whose main jobs are in industry and that hitherto have mainly served as teachers. Both initiatives would, ideally, lead to more work that is immediately applicable outside academia.

4.7 Universiteit Maastricht

Introduction

The Faculty of Economics and Business Administration offers an undergraduate programme in Economics and Econometrics as well as an undergraduate programme in International Business Studies. There are good links between both of these disciplines, especially in the research area.

The research areas and programmes mirror the Faculty's organization. An alternative structure for presenting the faculty's research could have been the four research themes of the faculty research school, METEOR (Maastricht research school of **E**conomics of **T**echnology and **O**rganizations). Each individual METEOR theme contains elements for both the Economic assessment and for the Business Administration Assessment.

However the prime responsibility for financial and personnel management rests with the departments. These departments are the natural clusters to be evaluated and fit the description given in the VSNU protocol for research assessments.

Because of the above practical reasons, and for benchmarking reasons, the faculty has followed the VSNU protocol. Six of the programmes were presented to the Economic Assessment Committee, and three to the Business Administration Committee.

The mission of METEOR is to contribute to a study of the functioning of businesses in interaction with their environments by promoting and carrying out first-rate research and by offering graduate education. The four METEOR research themes are:

1. Decision making under uncertainty
2. Innovation and human resources
3. Strategy and competition
4. Market structure, market dynamics and performance.

All research programmes contribute to the achievement of METEOR's mission. A number of research institutes have been established to ensure both the concentration of fundamental (first and second flow research and to facilitate contract (third-stream) research.

- ROA (1986, Research Centrum voor Onderwijs en Arbeidsmarkt)
- MERIT (1988, Maastricht Economic Research Institute for Innovation and Technology)
- MARC (1991, Maastricht Accounting and Auditing Research and Education Centre)
- LIFE (1993, Limburg Institute for Financial Economics)
- NIBOR (1996, Netherlands Institute for Business Organization and Strategy Research)
- BIRC (1997, Business Investment Research Centre)
- MAXX (1998, Maastricht Academic Centre for research in Services)
- III (2000, International Institute for Infonomics).

All institutes, to varying degrees, participate in METEOR.

Programme	Fte	Theses/ fte	Academic Publications/ WP1	Academic Publications/ WP1, 2 and 3	Articles in International Journals/ WP 1, 2 and 3	Q	P	R	V
UM-01	15.8	0.4	12.7	12.2	4.5	4	4	3	4
UM-02	20.9	0.5	11.0	9.5	2.3	4	4	3	3
UM-03	12.3	0.2	11.6	7.2	2.2	4	4	3	4
Total	49.0	0.4	11.7	9.5	2.9	-	-	-	-

General comments

- The fact that some leading researchers have recently moved to other universities may well create some challenges for the research programmes in the future.

University:	Universiteit Maastricht	
Programme:	Marketing and Marketing Research	
Programme director:	prof. dr. J.G.A.M. Lemmink	
Academic staff 2000:	9.1 fte	
Assessment	Scientific Quality	4
	Productivity	4
	Relevance	3
	Viability	4

This research group's efforts are embedded in the four METEOR themes: decision making under uncertainty in innovative service development, the performance drivers of service organizations. A key mission of the group is "to improve service performance measurement". This focus on service marketing and the broader theme of service operations management has allowed the group to grow to be one of the world's leaders in researching and understanding service marketing.

The research group's decision to focus on service marketing has been rewarding in terms of achieving critical mass, international visibility and having a focus on the service sector that is destined to be an ever growing part of the private sector and that is increasingly important in the public sector.

The quality of the research group's output is limited by the difficulty of finding a suitable outlet for their focussed research on service marketing. They have achieved success in important journals, but have not yet fully penetrated the full range of top marketing journals. This could be because of the group's commitment to conducting and publishing research on services rather than viewing services as a domain in which to explore general marketing theory.

The group's productivity is quite high and particularly strong in international journal output. This is helped by the "marketing and marketing research" group, following the service theme beyond marketing into the broader area of service operations. Such an evolution has helped the group develop international links and is likely to lead to methodological enrichment as links with other disciplines develop.

Despite the area of service quality being of great interest to almost all private and public sector operation, the group's relevance as perceived from its links with practitioners is only average. They have, however, been successful in achieving an industrially funded position within their programme.

The group is viable and has the momentum and focus to remain successful. Limitations on their long-term viability are their inability to penetrate the top marketing journals and the danger that 'service marketing' could be a fashion where their interest in 'service' specific knowledge is limited. The group's viability has been improved by developing a broader base of "service

operation” and by the group extending its interests into related areas, such as business-to-business marketing where the service contact is often high.

A final concern is the research group title as “marketing and marketing research”. Although the group’s research started within that area it now occupies a distinct position within marketing and extends beyond the parent discipline’s traditional domains.

University:	Universiteit Maastricht
Programme:	Organization
Programme director:	Dr. A.T.M. van Iterson
Academic staff 2000:	8.8 fte

Assessment	Scientific Quality	4
	Productivity	4
	Relevance	3
	Viability	3

The department of Organization aims to facilitate and integrate high-quality fundamental and applied research activities in the domain of organization sciences, building on the disciplines of psychology, sociology, economics and business administration. Research in the department covers the two traditional broad sub-disciplines within organization sciences, i.e., internal and external organization. In this, the department aims to develop a more comprehensive insight into the functioning and performance of organizations, which is a major research question in organization sciences. In order to bundle expertise and to stimulate cooperation, research activities have focussed on two research themes embedded into the research themes of METEOR: 1) The features, development and organization of human resources, and their implications for organizational performance; 2) The dynamics of markets and competitive processes. The first theme, in the domain of internal organization, is inspired by the recognition of the importance of human beings as the basic and probably most important building blocks of organizations. The second theme aims at gaining a better understanding of the dynamics of markets and competitive processes.

Although originally largely separate activities, it is claimed that a degree of integration between the approaches is being formed, although this is not very evident from its publication record. In many ways, the programme effectively consists of two separate research groups.

The groups have been successful in maintaining a balance between high quality scientific publication and practical relevance, although it is not always clear how the practically relevant work is disseminated to potential users. The productivity is good and a reasonable amount of second flow funding has been obtained, although doctoral theses have been erratic. Although a chair is currently vacant, the department has run at a stable size throughout the period. There is a strong emphasis on networking and members of the department contribute as conference organizers, editorial board members and reviewers of manuscripts.

There has been a good level of both practical and scientific productivity, and good links with foreign institutions have been formed and encouraged. The unit appears well placed to capitalize on this foundation, although it is not obvious that the two sub-groups gain any great advantage from being linked.

University:	Universiteit Maastricht
Programme:	Strategy
Programme director:	prof. dr. J. Hagedoorn
Academic staff 2000:	6.0 fte

Assessment	Scientific Quality	4
	Productivity	4
	Relevance	3
	Viability	4

The programme documentation for this programme is quite brief, and does not state a distinct mission or any future plans or ideas. The programme is focused around a core expertise, which can be “labelled in terms of international strategy, strategic management, network analysis and technology management.” Although all of these may be placed under the broad rubric of “strategic management,” the programme appears to be relatively incoherent. The only hint of an organizing core is that a substantial part of the research is centred on empirical, quantitative research. To some extent the relative incoherence of the programme appears to reflect certain organizational and thematic changes that have taken place during the 1990s, including the time period of the present programme, and which appear to include a thematic broadening from international business to general strategy, as well as the recent hiring of quite a number of new programme members.

In terms of the number of personnel and research input, this is a medium-sized programme. Its publication activity, when measured in terms of simply counting internationally reviewed articles, is only slightly above average. However, quite a number of papers have been published in international top journals. Productivity appears to have fallen dramatically in 2000). The research output appears to be strongly dependent on the activities of one key researcher in the group.

With respect to the enclosed publications, the group appears have chosen to let these provide a view of the kind of research that goes on in the programme. Thus, it is not necessarily the most prominent publications that have enclosed (only one is from an A journal). While these are all interesting contributions, they are not of outstanding quality, and serve only to illustrate the relative incoherence of this programme.

With respect to future programme development, what is stated in the programme documentation is largely “more of the same.” Characteristically, the main part of the section on programme development details individual scholars’ future research plans. However, the section also hints at a concentration around the application of applied econometrics to strategic management research. While this is a method-oriented, rather than substantive, focusing of programme research, it appears to a worthwhile path for future research. However, the group should also seriously consider the possibility of achieving increased thematic coherence.

Appendix 1 Discipline protocol

QUALITY ASSESSMENT OF RESEARCH 2000
(Protocol QAR2000 KBW V20010202)

DISCIPLINE PROTOCOL
For the review of the field of

RESEARCH IN MANAGEMENT AND BUSINESS ADMINISTRATION
(Bedrijfswetenschappen)

‘Kamer Bedrijfswetenschappen (KBW)’ of the
‘Discipline Overlegorgaan Bedrijfskunde (DBK)’

Introduction

This research assessment covers the field of *research in management and business administration* in the Netherlands, during the period from 1996 to 2000. The research covers fundamental research as well as applied research. In this research assessment, the following university faculties will participate:

1. The Faculty of Management and Organization of the University of Groningen (Faculteit Bedrijfskunde)
2. The Faculty of Economics and Business Administration of the Universiteit Maastricht (Faculteit der Economische Wetenschappen en Bedrijfskunde)
3. Rotterdam School of Management / Faculteit Bedrijfskunde of the Erasmus Universiteit Rotterdam (Faculteit Bedrijfskunde).
4. The Faculty of Economics and Business Administration of the Vrije Universiteit Amsterdam (Faculteit der Economische Wetenschappen en Bedrijfskunde)
5. The Nijmegen School of Management of the University of Nijmegen (Faculteit der Managementwetenschappen)
6. The Faculty of Economics of Tilburg University (Faculteit der Economische Wetenschappen).

The aim of the participating university faculties is to perform research of a high international standard in the field of management and business administration, relevant to the (international) scientific and business community.

In accordance with the 1998 Protocol, the main goals of the quality assessment are to enhance the quality of the individual research programmes and to provide information on the accountability of the research carried out during the assessment period.

Delineation and required expertise of Committee members

In addition to a positive attitude towards fundamental and applied aspects of research and the multidisciplinary character of research in management and

business administration, the following areas of expertise are required for the review Committee:

- The various functional areas of Management such as Strategic Management, Operations/Logistics/Information Management, Marketing Management, Financial Management, Human Resource Management and Organizational Behavior
- Business economics and accounting
- Affinity with applications in business practice.

It is recommended that at least one of the members combine an academic orientation with expertise in business practice.

The Committee will consist of six members, including the chair. Two Committee members will be appointed in consultation with the 'Discipline-Overlegorgaan Economische Wetenschappen (DEC)'.

Information for the Committee and procedures

The Committee is independent and will determine its own method of working within the framework of the 1998 Protocol (VSNU 1998) and this Discipline Protocol.

The basis for the assessment will be the self-evaluation reports provided by the faculties. The Committee will also have meetings with the Deans, Faculty Boards, the Research Directors, the Programme Directors, and if desired by the Committee, other participants in the research programmes (e.g. Ph.D. students (AIOs)). In preparing the meetings, the Committee will define the topics and the goals of the discussions that they will have with the Faculty Board and the individual groups during the site visits.

If the committee plans site visits, all faculties will be visited.

Period for the assessment

The assessment will cover the (publication) period, 1996 - 2000.

Level of aggregation

A research programme is defined as 'a coherent set of research activities having a common mission and being the work of a group of people who generally work together'.

Input of academic staff

The list of programme members involved in the programme shall at least include the input of the following ranks of academic staff:

Permanent Staff

- Professors (hgl)
- Senior lecturers/associate professors (uhd)
- Senior staff: lecturers/assistant professors (ud)
- Post doctoral Fellows
- other temporary academic staff with a doctor's degree
- Junior academic staff without a doctor's degree.

AIO/OIO

- Ph.D. students/trainee research assistants ('AIO' and 'OIO').

In accordance with the "Assessment of Research Quality: Protocol 1998, Utrecht, VSNU, 1998, the presentation of the research input of the academic staff in the years covered by the five-year assessment period is subdivided according to funding source. For this presentation, the input of academic staff is subdivided into Permanent Staff and AIO/OIO.

1. Academic staff directly funded (wp1 or "eerste geldstroom wp") are defined as: academic staff under contract to the university and funded from resources allocated to the faculty or institute on the basis of the university budget.
2. Academic staff funded by NWO (wp2 or "tweede geldstroom wp") are defined as: academic staff under contract to the university and funded directly by NWO, and academic staff under contract to the NWO working in the faculty or institute. Fellowships in the KNAW programme are also included.
3. Academic staff funded by third parties (wp3 or "derde geldstroom wp") are defined as: academic staff under contract to the university and funded by third parties, and academic staff under contract to third parties working in the faculty or institute.

Time spent by support and administrative personnel (obp) involved in the research is not included in this overview. Research input that is not financed (students, external Ph.D. students) is also omitted from this overview.

Fte		1996	1997	1998	1999	2000	total
WP 1	Permanent Staff						0.0
	AIO						0.0
WP 2	Permanent Staff						0.0
	OIO						0.0
WP 3	Permanent Staff						0.0
	AIO						0.0
Total		0.0	0.0	0.0	0.0	0.0	0.0

An overview of the research input by academic staff in the **final year** of the evaluation period, or the closing year of the programme, is subdivided according to funding source and rank.

Fte	WP 1	WP 2	WP 3	total
1. Professor (hgl)				0.0
2. Associate professor (uhd)				0.0
3. Other senior staff (ud)				0.0
4. Postdoctoral fellows				0.0
5. Other temporary academic staff (with doctor's degree)				0.0
6. Junior academic staff (AIO, OIO)				0.0
7. Other junior academic staff				0.0
Total	0.0	0.0	0.0	0.0

The list will include all members involved in the programme during the assessment period and will indicate whether members were involved only for part of this period.

In this assessment, the input of all personnel will be calculated based on the actual contribution to the research. But a given person cannot be involved in research plus education for more than 1.0 Full Time Equivalent (FTE).

The research and teaching input of the staff member may never exceed the total proportion of their appointment as a researcher in the Faculty. If a researcher participates in more than one programme, his/her input must be divided over the programmes. The input of academic staff is counted only once.

Output categorization

In accordance with the *Assessment of Research Quality: Protocol 1998*, Utrecht, VSNU, 1998, the following output categories are taken into account for the field of *research in management and business administration* in the Netherlands, during the period from 1996 – 2000:¹

Ph.D. theses (or dissertations)

A Ph.D. thesis is a publication on the basis of which the title of doctor was granted.

This category is divided into three subcategories:

- sub 1: doctorate granted by the institution, prepared within the institution.
- sub 2: doctorate granted by the institution, prepared at another institution.
- sub 3: doctorate granted by another institution, prepared within the institution.

Academic publications

An academic publication is a publication of a result of academic research, aimed at the forum of researchers. Academic publications provide public access to knowledge gained through academic research, provided they are made permanently available and accessible (“bibliographically traceable”).

¹ The definitions of the types of publications are described in the VSNU brochure *Definitie-afspraken wetenschappelijk onderzoek* (VSNU, 1994).

Academic Publications written in an internationally accessible language (English, German or French)

- Articles in International Journals
 - Refereed articles
(Decision to accept or reject an article for publication is made by experts in the subject, independently of the editor(s) of the journal)
 - Non-refereed articles
- Other academic publications
 - Books
 - Chapters in books
 - Contributions to conference proceedings
(It is a requirement that the conference attendance was international; no distinction will be made in refereed or non-refereed)
 - Working papers / Research reports
 - External reports

Academic publications, written in the Dutch language

- Articles in the Dutch language (refereed)
- Other academic publications written in the Dutch language

Professional publications

A professional publication is a publication of a result of academic research, aimed at an audience with a professional interest. The intended audience consists of people who are interested in the research results from the point of view of their professional activity (with the exception of the research profession). A professional publication is not primarily intended to increase academic knowledge, but rather to disseminate it, and to stimulate the application of existing knowledge.

Other specified results of (applied) research (for other parties)

This category contains all research output not covered by the definition of academic publications.

Examples: bibliographically non-traceable conference presentations, contributions to workshops, seminars or research conventions.

Other categories

(For example: honorary doctorates, international awards, visiting professorships, editorships of learned journals, memberships of international editorial committees) will be listed in the Progress Report (Section C, Documentation per programme) under paragraph 12: 'other indicators of quality and reputation'.

The following table gives an overall view of how the output is presented in the self-assessment report:

				1996	1997	1998	1999	2000	Totals
Ph.D. theses (dissertations I/I, I/E, E/I)									
Academic Publications	Academic Publications written in international accessible language	Articles in International journals	Refereed						
			Non-refereed						
		Other	Books						
			Chapters in Books						
			Contributions in Conference Proceedings						
			Working Papers / Research Reports						
			External Reports						
	Academic publications written in the Dutch language	Journal articles in the Dutch language (Refereed)							
		Other academic publications in the Dutch language							
	Professional publications								
Other specified results of (applied) research				Specified in the Progress Report of the self assessment					

A list of all results mentioned in the above categories (Type of result, name of the author(s), title, where and when produced) will be added

Further relevant information for this assessment

In accordance with the *Assessment of Research Quality: Protocol 1998*, Utrecht, VSNU, 1998, the Progress Report contains the following key data per programme:

Programme design in brief

A short summary of the design of the programme, including: the 'mission' of the programme (for example: (the relationship between) fundamental and applied research, dissemination of knowledge, development work, etc.), the academic problem formulation, objectives, subject matter researched, methods and anticipated results.

Programme development

A short, general overview indicating how the research group perceives the development of the programme and what changes are being incorporated into the programme (Including any anticipated important changes in personnel among the professors and senior lecturers or associate professors).

Societal/technological impact

If applicable, a short description of the societal/technological impact of the programme, with a note of any organizations outside the university participating in the programme.

Five key publications

Copies of the five best or most relevant academic publications. If applicable, titles are translated into English. The title in Dutch is reported in parentheses. Copies of the key publications are submitted in triplicate.

The role of the research programme in the educational programme.

This can be included either for the faculty (in part B of the report) or in part C (For each programme).

Local, national and international cooperation

Appendix 2 Curricula vitae

Herman Daems is CEO of GIMV, the Flanders Investment Company in Antwerp (Belgium), and is honorary Professor International Management and Strategy in the Department of Applied Economics at the Catholic University Leuven. Between 1995 and 1998 he was Chief of the Cabinet of the Flanders Minister for Economics, Communication and Agriculture. Prior to that he was director of the Leuven MBA course. Between 1987 and 1990 he was a visiting professor at the Harvard Business School where he taught Competition and Strategy in the MBA-course.

During the eighties he was Director of the European Institute for Advanced Studies in Management, a scientific research institute in Brussels. He also taught at the University of California, Los Angeles UCLA, at the University of California at Davis and also at the Rijksuniversiteit Groningen.

He has published several books such as: *Holding Company and Corporate Control* and *Managerial Hierarchies, The rise of managerial capitalism*. He has made video films on Competitive Strategy and Europe 1992 and on Managing without Boundaries. In 1998 he published *The Paradox of the Belgian Capitalism*.

Herman Daems was awarded his Master of Science degree in Theoretical Physics and his Master of Arts degree in Economics by the Catholic University Leuven; he was awarded a PhD in Economics from the same university.

He was a fellow of the Social Science Foundation in New York, of the German Marshal Fund at Washington, and of the NATO. He was twice Fulbright Fellow in the United States of America.

He was a member of the Review Committee Research in Economics in the Netherlands, which published its report in 1995.

Nicolai Foss is Professor of Economic Organization at the Department of Industrial Economics and Strategy at Copenhagen Business School, and Professor of Strategy at the Norwegian Business School, Bergen. He holds an MSc (Economics) from the University of Copenhagen, and a PhD from the same university. He was a research fellow at the University of Copenhagen and at the Copenhagen Business School. He has been awarded several prizes for excellence in research and teaching.

Nicolai Foss is a member of the editorial boards of the Journal of International Business Studies, the Journal of management and Governance, International Studies of Management and Organization, and other journals. He is a consultant to (among others) Control Data and The Danish Ministry of Industry. His research interests are the economics of organization and company strategy. Nicolai Foss' work, which encompasses more than 60 papers in reviewed journals, has been published in journals such as Organization Science, Industrial and Corporate Change, Journal of Institutional and Theoretical Economics and Journal of Management Studies. Several of his papers have been reprinted in reference volumes.

Peter van Laarhoven is Director Corporate Strategy and Business Development for TNT Post Group, a global provider of mail, express and logistics services. As such, he heads a small group that functions as a thinktank and project management office for corporate strategic projects. Before joining TPG, Peter was a full professor in International and Distribution Logistics at Eindhoven University of Technology from 1996 to 2000. During that period, he was also a logistics consultant to KLM Cargo; from 1997 to 2001 he was a member of the advisory board for the Dutch Ministry of Transportation. He is author of approximately thirty papers in international scientific journals and has written two books.

In earlier stages of his career, Peter was a researcher and a consultant for Philips for nine years and subsequently worked for the management consultancy, McKinsey, where he was involved in international strategic issues in the area of distribution logistics for 5 years. He has an MSc in applied mathematics from Delft University and a Ph.D. in econometrics from Erasmus University Rotterdam.

David Otley is professor of Accounting and Management at Lancaster University. He holds a PhD in Business Administration (1976) from the Manchester Business School, which he obtained after following a career in operational research.

His research interests lie in performance management and the design and operation of systems of management control. He has previously studied the behavioural aspects of accounting information use. He has held visiting appointments at Michigan State University, Virginia Polytechnic Institute, Wirtschaftsuniversität Wien, Austria, the Vrije Universiteit, Amsterdam, University of Melbourne, Australia, University of Canterbury, Christchurch, New Zealand and the Stockholm School of Economics, Sweden. A member of numerous editorial boards, he was the founding General Editor of the British Journal of Management and was appointed a Fellow of the British Academy of Management in 1994. Over the past ten years he has been closely involved with the Research Assessment Exercise in UK universities, most recently chairing the RAE 2001 panel for Accounting and Finance.

He was a member of the Committee that assessed the research in Economics and Econometrics in The Netherlands in 2002.

Professor **John Saunders'** early career was in aircraft sales and marketing with British Aerospace. He was appointed Head of Aston Business School in October 1997. He also joined the Marketing Group as their third professor. He was recently appointed Pro-Vice Chancellor of Aston University and Dean of the Senate of the Chartered Institute of Marketing. His research is centred on strategy and product management and includes branding, marketing communications, market models and business incompetence. He has been editor of the International Journal of Research in Marketing and President of the European Marketing Academy. He is also a Fellow of the Chartered Institute of Marketing, the Royal Society of Arts and the British

Academy of Management. He is a member of the Fellowship Committee of BAM. In 1999 he joined the Steering Committee of the European Foundation for Management Development (EFMD) and in 2000 chaired their business school Deans and Directors conference in Bordeaux and hosted the same conference in Aston the following year. Along with other marketing specialists, Professor Saunders has authored the marketing text, *Principles of Marketing*. The European edition now appears in seven languages. He has published in many leading academic journals.

Piet Sercu was awarded the degrees of Business Engineer (1973), Master of Business Administration (1975), and Doctor in Applied Economics (1981) by the Katholieke Universiteit Leuven. He initially taught at the Flemish Business School in Brussels (1980-1986), and then returned to K.U. Leuven where he currently teaches International Finance courses in the undergraduate, Masters', and postgraduate executive courses and at Lovanium International Management. In 1993-96 he was PhD Director, in 1997-2000 MBA Director, and in 2000-02 Vice Chairman of the business studies department. Meanwhile he also held Visiting Professor appointments at New York University, Cornell University, the University of British Columbia, the London Business School, and Université Libre de Bruxelles; he taught shorter finance courses in Helsinki, Bandung (Indonesia), St. Petersburg, and India, and regular doctoral courses in the European Doctoral Education Network.

Piet Sercu was also a member of the Finance faculty of the European Institute for Advanced Studies in Management. Between 1984 and 1991 he was a member of the Executive Committee of the European Finance Association. He was the Association's 1994 Vice-President and 1995 its President, won the 1995 Sanwa Prize for a Monograph in International Finance (with Raman Uppal, then UBC/MIT), was awarded the 1996 Francqui Chair of Economics at FUNDP, Namur, and the 1999 Western Finance Association Award in Corporate Finance (together with his co-authors Wu and Chen, City University Hong Kong). For '2001/02' he is a Fellow at the Swedish School of Economics (Hanken) in Helsinki. Piet Sercu is a member of the Editorial Board of the *European Financial Review*, of the *European Financial management* and the *Journal of International Financial Markets, Institutions and Money*.

He was a member of the Committee that assessed the research in Economics and Econometrics in The Netherlands in 2002.

Appendix 3 Programmes and assessments

RUG 3 programmes

Number	Programme	Quality	Productivity	Relevance	Viability
RUG-01	Planning and decision support in business processes	3	2	4	3
RUG-02	Production, service and human resource management	3	2	3	3
RUG-03	Innovation and interaction	3	3	3	2

KUB 3 programmes

Number	Programme	Quality	Productivity	Relevance	Viability
KUB-01	Computerized Information Systems	4	4	4	3
KUB-02	Operations Research	5	4	3	5
KUB-03	Organization	5	4	3	4

EUR 6 programmes

Number	Programme	Quality	Productivity	Relevance	Viability
EUR-01	Intra- and inter-organizational collaboration and coordination	4	5	5	4
EUR-02	Decision making in Marketing management	5	4	4	5
EUR-03	Competing for Tomorrow; Managing Strategic Renewal of Multi-unit Firms and Networks in Turbulent International Environments	4	4	4	4
EUR-04	Internationalization and Competitive Space	3	3	4	2
EUR-05	Financial Management	4	3	3	4
EUR-06	Organizational Dynamics: Creating and Coordinating Relations for Innovation, Learning and Change	3	4	3	4

KUN 1 programme

Number	Programme	Quality	Productivity	Relevance	Viability
KUN-01	Integral Organizational Renewal	3	3	3	3

UM 3 programmes

Number	Programme	Quality	Productivity	Relevance	Viability
UM-01	Marketing and Market Research	4	4	3	4
UM-02	Organization	4	4	3	3
UM-03	Strategy	3	4	3	4

VU 4 programmes

Number	Programme	Quality	Productivity	Relevance	Viability
VU-01	Operations research	4	4	2	3
VU-02	Dynamic Organizations and Markets	2	2	3	2
VU-03	Information Technology and the Changing Organization	3	2	3	3
VU-04	Financial Markets and Institutions	4	3	4	4

Appendix 4 Research input and results

Numbers of theses, academic publications and articles in international refereed journals (all cumulative) in the period 1996-2000 related to cumulative research capacity per research programme

Explanation of the columns

A	number of theses
B	WP 1 other in fte (personnel from the first money stream, excluding aio's)
A/B	the number of PhD promotions divided by the fte (full time equivalent) personnel from the first money stream, excluding aio's ("WP1 other"), i.e. the number of promotions per regular academic staff member
C	number of academic publications
D	WP total in fte
C/B	the number of academic publications divided by the fte (full time equivalent) personnel in total of the first money stream excluding aio's ("WP 1 other")
E	PhD input in fte
C/(D-E)	the number of academic publications divided by the fte (full time equivalent) personnel in total (first (WP 1), second (WP 2) and third (WP 3) money stream excluding aio's or oio's)
F	number of articles in international journals
F/B	the number of articles in international, refereed journals divided by the fte (full time equivalent) personnel in total of the first money stream excluding aio's (WP 1 other)
F/(D-E)	the number of articles in international, refereed journals divided by the fte (full time equivalent) personnel in total (first (WP 1), second (WP 2) and third (WP 3) money stream, excluding aio's or oio's)

1. University of Groningen

	A	B	A/B	C	D	C/B	E	C/(D-E)	F	F/B	F/ (D-E)
RUG 01	8	24.4	0.3	176	73.5	7.2	44.1	6.0	53	2.2	1.8
RUG 02	7	21.7	0.3	206	58.6	9.5	36.9	9.5	50	2.3	2.3
RUG 03	10	26.6	0.4	308	69.2	11.6	42.6	11.6	80	3.0	3.0
Total	25	72.7	0.3	690	201.3	9.5	123.6	8.9	183	2.5	2.4

2. Tilburg University

	A	B	A/B	C	D	C/B	E	C/(D-E)	F	F/B	F/ (D-E)
KUB 01	11	16.9	0.7	204	22.4	12.1	5.2	11.9	38	2.2	2.2
KUB 02	11	32.9	0.3	202	54.6	6.1	21.4	6.1	114	3.5	3.4
KUB 03	6	16.4	0.4	114	33.6	7.0	15.8	6.4	43	2.6	2.4
Total	28	66.2	0.4	520	110.6	7.9	42.4	7.6	195	2.9	2.9

3. Erasmus University Rotterdam

	A	B	A/B	C	D	C/B	E	C/(D-E)	F	F/B	F/ (D-E)
EUR 01	13	27.0	0.5	490	67.0	18.1	38.9	17.5	127	4.7	4.5
EUR 02	8	21.0	0.4	309	41.9	14.7	20.5	14.4	54	2.6	2.5
EUR 03	13	21.3	0.6	284	52.9	13.4	31.6	13.4	66	3.1	3.1
EUR 04	13	13.7	0.9	313	31.4	22.9	11.3	15.6	29	2.1	1.4
EUR 05	1	4.4	0.2	45	10.8	10.1	5.3	8.3	9	2.0	1.7
EUR 06	2	9.1	0.2	108	10.6	11.9	1.9	12.5	26	2.9	3.0
Total	50	96.4	0.5	1,549	214.5	16.1	109.6	14.8	311	3.2	3.0

4. University of Nijmegen

	A	B	A/B	C	D	C/B	E	C/(D-E)	F	F/B	F/ (D-E)
KUN 01	17	33.6	0.5	348	69.7	10.4	33.3	9.6	59	1.8	1.6
Total	17	33.6	0.5	348	69.7	10.4	33.3	9.6	59	1.8	1.6

5. Vrije Universiteit

	A	B	A/B	C	D	C/B	E	C/(D-E)	F	F/B	F/ (D-E)
VU 01	3	6.6	0.5	42	8.9	6.4	2.3	6.3	27	4.1	4.1
VU 02	6	7.9	0.8	190	19.4	24.1	11.5	24.1	22	2.8	2.8
VU 03	1	13.3	0.1	171	20.9	12.9	7.6	12.9	21	1.6	1.6
VU 04	6	15.2	0.4	205	20.4	13.5	1.9	11.1	42	2.8	2.3
Total	16	43.0	0.4	608	69.5	14.2	23.2	13.1	112	2.6	2.4

6. University Maastricht

	A	B	A/B	C	D	C/B	E	C/(D-E)	F	F/B	F/ (D-E)
UM 01	6	15.8	0.4	201	30.6	12.7	14.1	12.2	74	4.7	4.5
UM 02	11	20.9	0.5	229	40.6	11.0	16.4	9.5	55	2.6	2.3
UM 03	3	12.3	0.2	143	31.0	11.6	11.2	7.2	44	3.6	2.2
Total	20	49.0	0.4	573	102.2	11.7	41.7	9.5	173	3.5	2.9

Appendix 5 Preliminary assessment form

Preliminary assessment form for Business Administration and Management

Programme title: Faculty and number:..... First reviewer: _____ Second reviewer: _____
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5 = excellent, 4 = good, 3 = standard, 2 = below standard, 1 = poor²

Quality

How do you evaluate quality with respect to:	5	4	3	2	1
1. originality of the approach and ideas					
2. significance of its contribution to the field					
3. coherence of the programme					
4. publication strategy in view of the stated mission					
5. prominence of the programme director					
6. prominence of the other members of the research group					
7. distribution of published output over the team members					
8. scientific publications (scientific impact)					
9. professional publications					
10. designs and software					
Overall assessment of quality					

Productivity

Considering the number of staff, how do you evaluate the productivity with respect to:	5	4	3	2	1
1. number of PhD-theses					
2. number of scientific publications					
3. number of professional publications					
Overall assessment of productivity					

Relevance

Considering the stated mission of this programme, how do you evaluate the relevance of the research with respect to	5	4	3	2	1
1. the advancement of knowledge					
2. the dissemination of knowledge					
3. the implementation of knowledge					
Overall assessment of relevance					

² Start from the assumption that all university research should normally conform to a certain standard. Consider whether each aspect of this programme is above/on/below that standard. The committee report will have to specify where and why deviation from the standard has been perceived. Your preliminary assessment is only for use in the committee meeting and will not be published in the committee report.

Long-term viability

Considering the present status and future developments (if known) of staff and facilities, how do you evaluate the long-term viability of the programme

	5	4	3	2	1
1. in view of the past scientific performance					
2. in view of future plans and ideas					
3. in view of staff age and mobility					
Overall assessment of long-term viability					

Appendix 6 List of abbreviations

AIO	PhD-student (Assistent in Opleiding)
e.g.	for example
EUR	Erasmus University Rotterdam
fte	full time equivalent
HRM	Human Research management
KNAW	Royal Netherlands Academy of Arts and Sciences
KUB	Tilburg University (Katholieke Universiteit Brabant)
KUN	Katholieke Universiteit Nijmegen
NWO	Netherlands Research Council
OIO	NWO research assistant (Onderzoeker in Opleiding)
OR	Operational Research
P	Productivity
Q	Quality
R	Relevance
RUG	Rijksuniversiteit Groningen
UM	Universiteit Maastricht
V	Viability
VF	conditionally financed
VSNU	Association of Universities in the Netherlands
VU	Vrije Universiteit (Amsterdam)
WP1	Academic staff financed from regular university sources
WP2	Academic staff financed from NOW and KNAW sources
WP3	Academic staff financed from third party sources

