



TECHNISCHE UNIVERSITÄT
BERGAKADEMIE FREIBERG

The University of Resources. Since 1765.

**Chair of Management, Leadership,
and Human Resources**

***Prof. Dr. Michael Nippa
& Katja Schneider***

**Interdisciplinary Research
in the Greater Field of Innovation Management
Background, Achievements, Projects, and Future Interests**

***Presentation as part of a
Research Collaboration Workshop at the Higher School of Economics***



**Москва
22 мая 2014**



1. Affiliation

- * Technische Universität Bergakademie Freiberg
- * Faculty of Business Administration

2. Professional Background

- * Management Consulting (1988-1996)
- * Research Achievements and current research activities (1997-2013)

3. “Work Samples / Prime Examples”

- * Example 1: „Societal Acceptance of Energy Sources. An Research Agenda and International Comparison“
- * Example 2: „*Contextualizing Success Factors of Inter-Organizational Networks in Emerging Economies: Comparing IJVs in Russia and China*“

4. Discussion of Future Research Interests

View of Freiberg and of the Main Campus



- Founded in 1765 – i.e, the oldest, still active Mining University worldwide
- Research and Teaching Focus:
GEOSCIENCES – MATERIALS – ENERGY – ENVIRONMENT
- Among Germany's top research universities:
 - * approx. 675.000 € per Professor p.a.
 - * largest third-party funds in the former GDR
- Runs its own teaching and research mine
- Campus university (untypically for Germany)
- Among Freiberg's most famous students:
Michail Wassiljewitsch Lomonossow (1711-1765)



6 Faculties

10 Central facilities

40 Institutes

63 Courses of study

1.376 First semester students

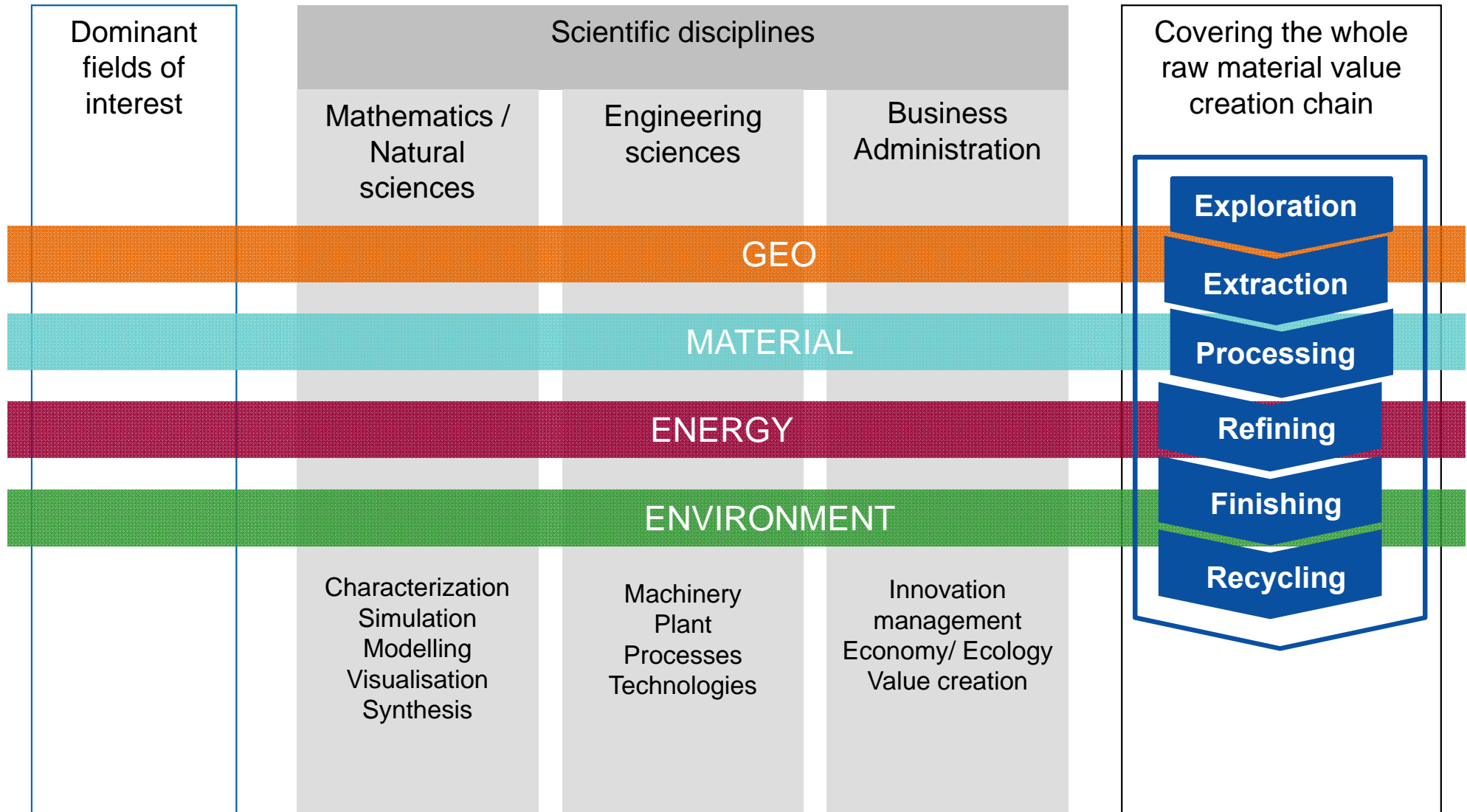
5.575 Students

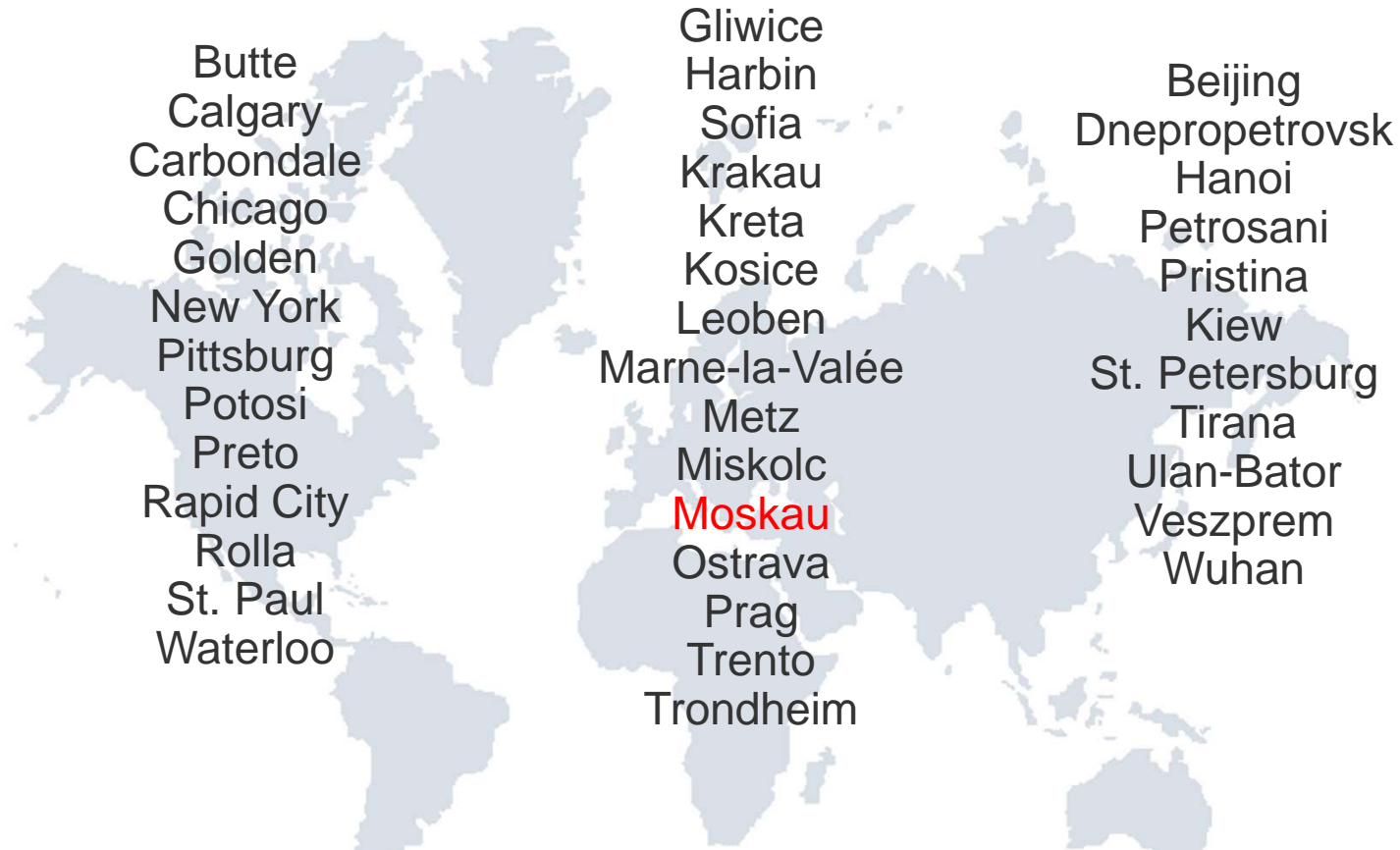
58,4 m€ third-party funds
in 2013

86 Full Professors

2.107 Employees







Collaboration contracts with **46** universities all over the world as well as contacts of faculty members to additional **215** universities in **50** countries.



- Enduring partnerships with universities that are specialized on natural resources, material sciences, energy technologies and ecological issues
- Focus on:
 - primary, secondary, and regenerative resources
 - the whole life cycle (material and energy cycles)
 - integrated consideration of technological, economic, and ecological processes
 - Joint research projects, master courses, conferences, publications

Selection of Partner-Universities (http://www.worldforum-sustainability.org/?page_id=41)

- [RMIT University Melbourne, Australia](#)
 - [Belarussian National Technical University \(BNTU\), Belarus](#)
 - [Wuhan University of Science and Technology, China](#)
 - [Ecole des Mines d'Ales, France](#)
 - [Caspian State University of Technologies and Engineering Aktau, Kazakhstan](#)
 - [Mongolian University of Science and Technology, Mongolia](#)
 - [Politechnic of Namibia, Namibia](#)
 - [NTNU Trondheim, Norway](#)
 - [Gubkin Russian State University of Oil and Gas Moscow, Russia](#)
 - [Mining University St. Petersburg, Russia](#)
 - [Moscow State Geological Prospecting University, Russia](#)
 - [Moscow State Mining University, Russia](#)
 - [National University of Science and Technology Moscow "MISIS", Russia](#)
 - [Chulalongkorn University, Thailand](#)
 - [Michigan Technological University, USA](#)
- And many others

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Summary of Research and Consulting History



Consulting and Research
BPU GmbH
1988-1996

Projects (examples):

- Improving the international sales organization of a mid-sized engineering firm
- Make-or-buy analyses
- IT and organization (e.g. telework)
- Reengineering and process management

Publications:

2 books, 3 editorships, 2 pr journal articles, 22 articles, 11 book chapters, 10 others



Research & Consulting
TUBAF
1997-2009
completed

Projects (examples):

- Mgmt Dvlp Program
- Service partner industry
- Pricing and Contracting of Solution Businesses
- Creation of a Career Center (TUBAF)
- E-Mail Communication
- Development of MBA programs

Publications:

2 books, 8 editorships, 5 pr journal articles, 4 articles, 21 book chapters, 28 others (incl. WPs)



Research & Consulting
TUBAF
2010-to date
ongoing

Projects (examples):

- German Centre for Energy Resources
- INTRA-r³+: Resource efficiency of strategic raw materials
- Corporate Portfolio Mgmt
- AC/DC

Publications:

0 books, 0 editorships, 12 pr journal articles, 1 article, 2 book chapters, 11 others

Peer-reviewed articles published in:

- Academy of Management Perspectives
- Advances in International Management
- Journal of Applied Corporate Finance
- Journal of World Business
- Management International Review
- Managerial and Decision Economics
- Zeitschrift für betriebswirtschaftliche Forschung



International Management

Nippa & Beechler: „What Do We Know About the Success and Failure of International Joint Ventures? In Search of Relevance and Holism.” In: *Advances in International Management (AIM)*, Vol. 26(2013): 363-396.

Nemeth & Nippa: „Rigor and Relevance of IJV Exit Research.” *MIR*, 53(2013)3: 449-475.

Klossek, Linke & Nippa: „Chinese Enterprises in Germany: Establishment Modes and Strategies to Mitigate the Liability of Foreignness.” *Journal of World Business*, 47(2012)1: 35-44.

Strategic Management – CPM / Restructuring

Pidun, Schönhaar & Nippa: „Transforming the business portfolio: How multinationals reinvent themselves.” Accepted for publication in: *Journal of Business Strategy*.

Untiedt, Pidun & Nippa: „Corporate Portfolio Analysis Tools Revisited: Assessing Causes that May Explain Their Scholarly Disdain.” *International Journal of Management Reviews*, 14(2012)3: 263-279.

Nippa, Pidun & Rubner: „Corporate Portfolio Management: Appraising Four Decades of Academic Research.” *Academy of Management Perspectives*, 25(2011)4: 50-66.

Corporate Governance and Corporate Social Responsibility

Grigoleit, Nippa & Steger: „Ökonomische Konsequenzen der Mitgliedschaft ehemaliger Vorstandsmitglieder im Aufsichtsrat: Eine empirische Analyse.” *Zeitschrift für betriebswirtschaftliche Forschung*, 53(2011)9: 578-608.

Finegold, Klossek, Nippa & Winkler: „Explaining Firm Approaches to Corporate Social Responsibility: Institutional Environment and Firm Size.” *European Journal of International Management*, 4(2010)3: 213-233.

Leadership / OB / Microfoundation of Management

Nippa, Beechler, Hornung, Meschke, Coughlan, Papperitz: "Employee Loyalty and Organizational Commitment Revisited - Exploring Future Research Opportunities. PDW accepted for AOM 2014.

Chen, Gaspar, Newbury, Parente, Xin, Friedman, & Nippa: "Impetus for Change: The Paradoxical Influence of Universalism-Particularism in Developed and Emerging Economies" *JoOrgBeh*, *under review*.

Klossek, Meyer & Nippa: "Why Do Strategic Alliances Persist? A Behavioral Decision Model" *Managerial and Decision Economics*, *accepted for publication*.

Nippa: „On the need to extend tournament theory through insights from status research“ In: Jone Pearce (Ed.): "Status in Management and Organizations." Cambridge University Press: New York 2011: 118-152.

Innovation-/Technology management

Hanebuth & Nippa: „The impact of Global Mindset on the success of International Virtual Research Teams – A research framework and agenda.“ in final preparation for *R&D Management*.

Nippa & Meschke: „Germany’s energy transition.“ For ‚Handbook of Clean Energy Systems‘, Wiley

Schneider, Kleeberg & Nippa: „Methods for Measuring and Evaluating Sustainability - State-of-the Art, Challenges and Future Developments“. For ‚Handbook of Clean Energy Systems‘, Wiley

Scholarly Ethics and Career Systems

Nippa & Schulz: „The Impact Of Management Journal Editors On The Publication Success Of Their Own Co-Author Network". Accepted for paper presentation at AOM 2014.

Research conducted as part of third-party funded projects



- Research on establishing efficient R&D organizations in the Triple Helix context
- Interdisciplinary, partly virtual R&D team organization and management
- Innovation/Technology assessment
- Public acceptance of controversial projects/technologies
- Success factors of Professional (Engineering) Schools

INTRA r³⁺

- Research on sustainability and especially on evaluation methods and tools
- Development of a situational, yet holistic assessment method of sustainability



- History and concepts of diversification and corporate portfolio management
- Parenting advantage of corporations and PE
- Restructuring and Portfolio Transformation

Research independently from third-party funding

International Mgmt esp. market entry

- Success factors of **IJVs** in **China** (compared to other host countries) – review papers
- Outward Foreign Direct Investment of **Chinese** firms in **Germany** - case study
- Decision-making in IJVs and Strategic Alliances regarding **exit** / persistence – case studies / concept
- Analyzing success factors of **IJVs** in **Russia** (compared to **other BRICs**) – review / case study

Employee Loyalty and Commitment

- State-of-the art; differentiation; methods and measurements – review papers
- Planned: A series of studies in collaboration with different companies and organizations

- **Academic Career and other networks**
- **Consultants and Professional Service Firms**
- **Corporate Governance**
- **Individual behavior and decision-making**

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SOCIETAL ACCEPTANCE OF ENERGY SOURCES

An International Comparison

1. **The Problem:** Acceptance of lignite and other energy sources
2. **Selective Research Insights from Germany**
3. **Perception of Energy Sources in Different Countries:**
China, France, Russia, and Turkey
4. **Conclusions**

Context variables of Germany's Energiewende

Research and Development of innovative and complex energy- and resource technologies ...

- ... needs the **combination of highly specialized, technological knowledge** e.g., CtC and other forms of conversions, CCS, adiabatic compressed-air store) and
- ... is always related to –partly unknown– **opportunities and risks**

You add:

- **Network products** and/or **Infrastructure-related projects** and/or **national interests** (e.g., security of supply with rare earth / oil)

You further add:

- Conflicting **values** (e.g. post-materialism), **democracy, constitutional state, freedom of opinion** and the **Internet**

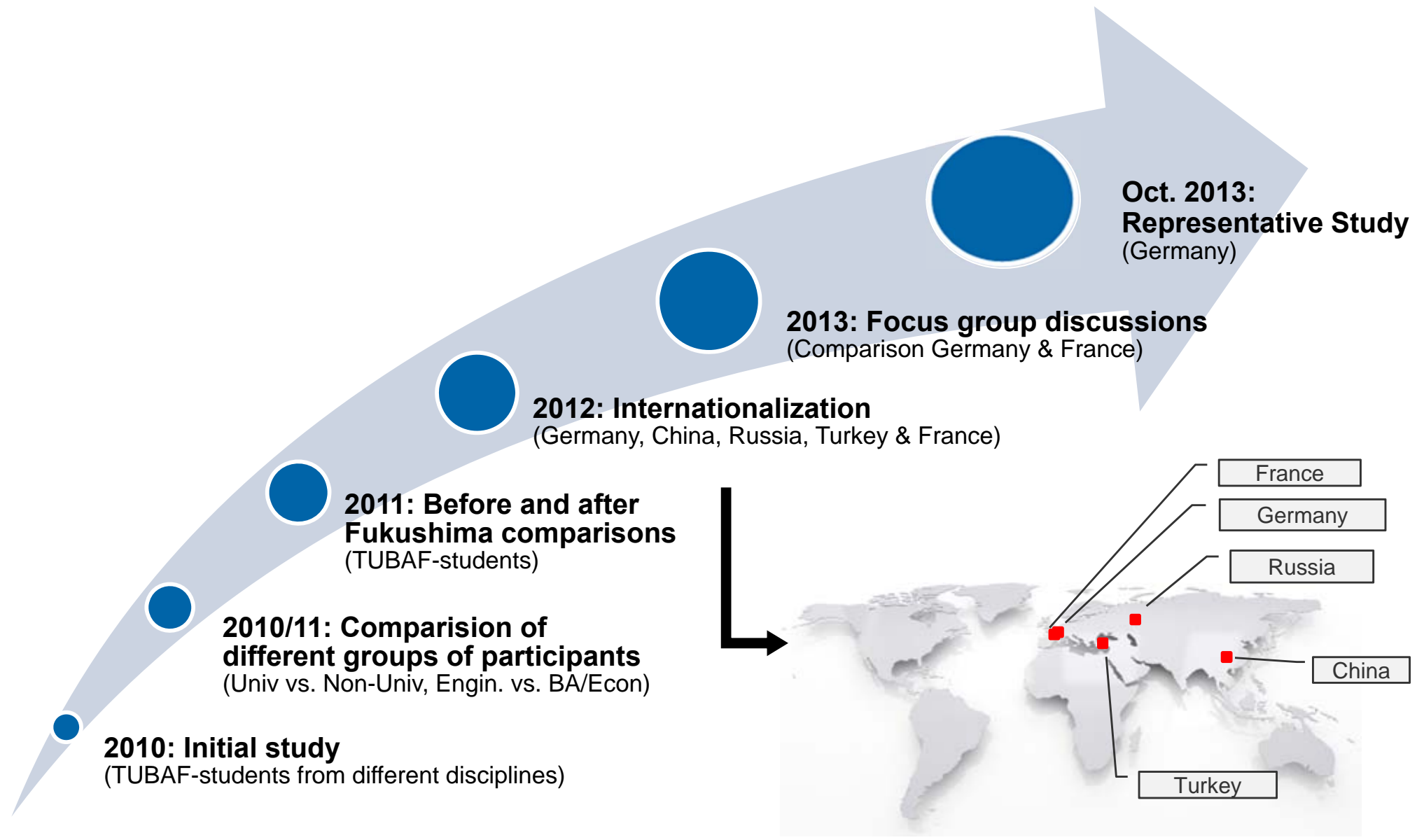
.... and you receive?

Consequences:

- debates, strikes, protests, frustration, aggression and hence
- surprises, delays, compromises, higher costs, ...

New realities:

- consideration of different perceptions, emotions, opinions, attitudes and hence:
- need for new forms of communication, persuasion and adapted change processes



I

LITERATURE RESEARCH

- Previous research/studies → Predominant focus on nuclear & renewables; less on coal

II

QUANTITATIVE STUDY (paper/online)

- Perception & associations (Word association technique)
- Beliefs (social, economic & environmental dimensions)
- Knowledge of current energy mix
- Preference for energy mix 2013

III

QUALITATIVE GROUP DISCUSSIONS

- Deeper insights into contextual & institutional factors shaping energy perception & beliefs.

IV

NATIONAL (REPRESENTATIVE) STUDY

- Knowledge (current energy mix, uses of coal etc.)
- Evaluation of impacts (social, economic & environmental)
- Impact of emotional media reports/studies (e.g. “Tod aus dem Schlot”)

Quantitative Survey

- 177 Business-, 54 Engin.- und 22 Nat.Sci-students (TU Bergakademie Freiberg)
- *Period:* December 2010 – January 2011

Content

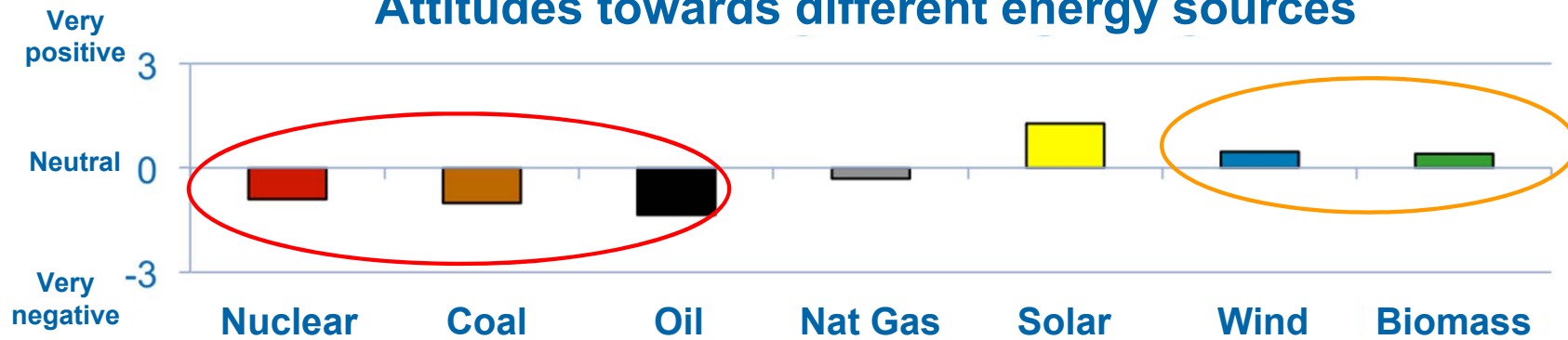
- Associations and affective Assessment of seven energy sources
- Harm/benefit-Evaluation (social, economical and ecological)
- Knowledge about national energy mix 2010 and „desired“-energy mix 2030
- Assessment of the willingness to pay for the „desired“-energy mix

Intro to word-association-technique (example)

COAL							
Utilization of coal to generate electricity							
	Very Negative	Negative	Somewhat Negative	Neutral	Somewhat Positive	Positive	Very Positive
Image 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Image 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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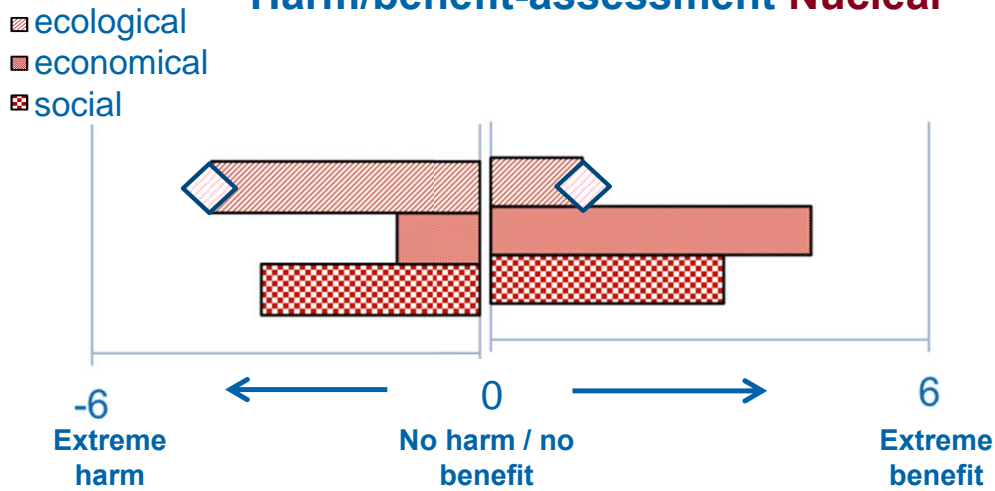
WIND Transformation of wind power into electricity							
	Assessment of feelings re: images						Very positive
	Very negative	-2	-1	0	+1	+2	+3
Thought / Image 1 Windparks	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thought / Image 2 Emission free	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Thought / Image 3 Export hit for Germany	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Attitudes towards different energy sources

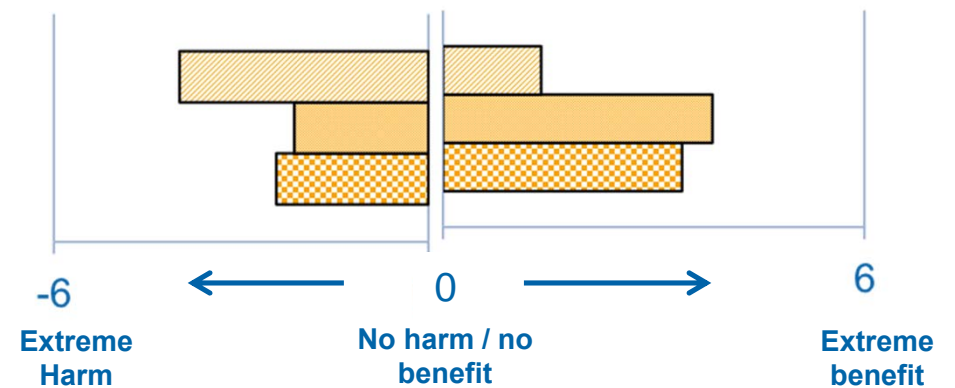


* No significant difference between attitudes towards nuclear, coal, oil on the one hand and between wind and biomass on the other hand

Harm/benefit-assessment Nuclear

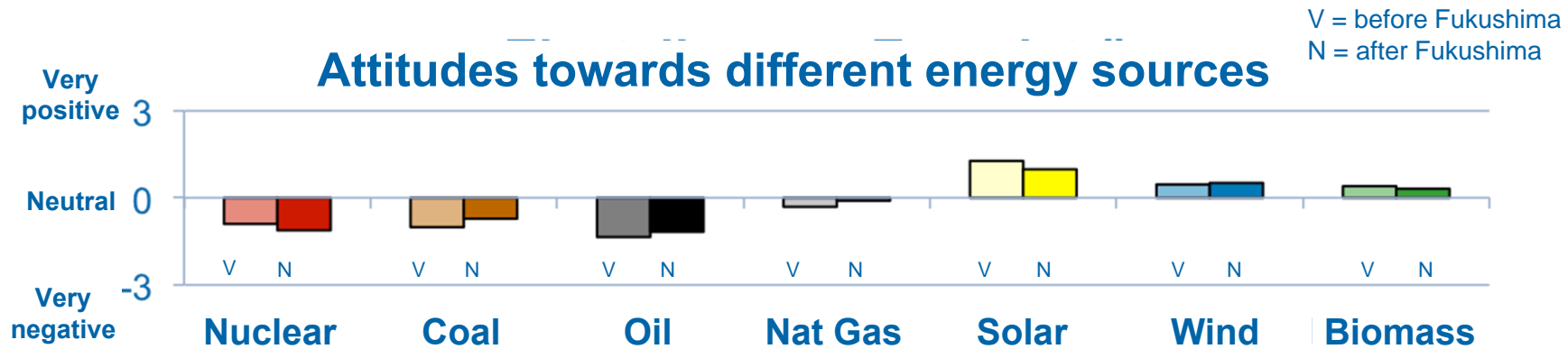


Harm/benefit-assessment Coal

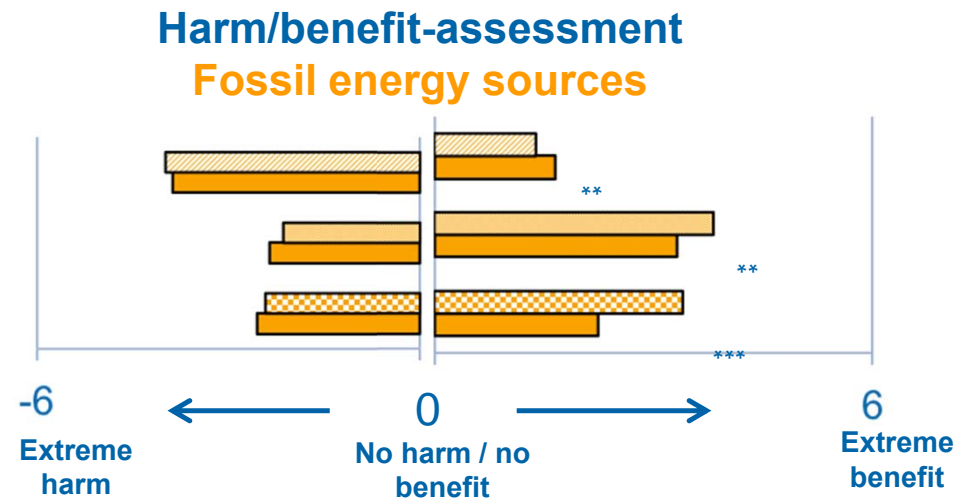
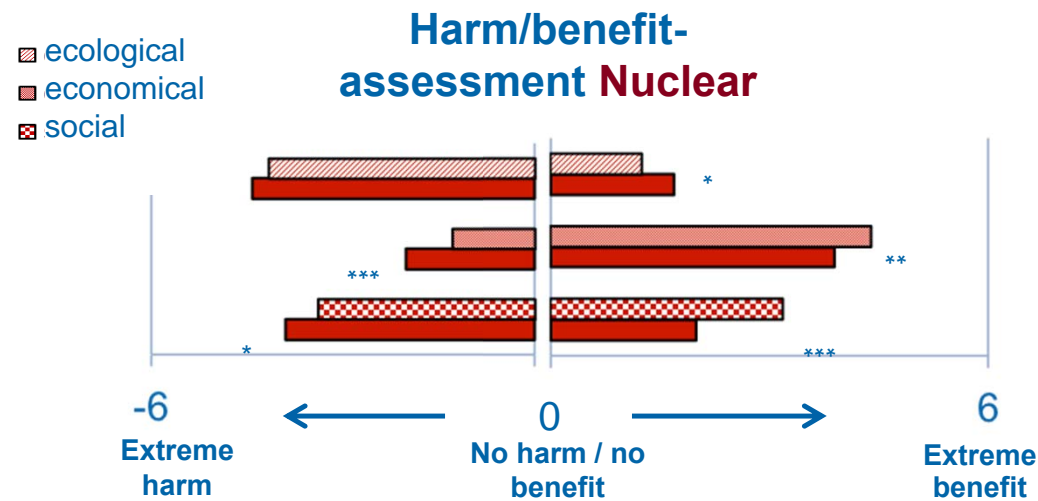


Quantitative Survey

- **BEFORE**-Fukushima: 177 Business-students (TUBAF); *period*: December 2010 - January 2011
- **AFTER**-Fukushima: 130 Business-students (TUBAF); *period*: May - June 2011



* No significant difference between attitudes before and after Fukushima for all seven energy sources

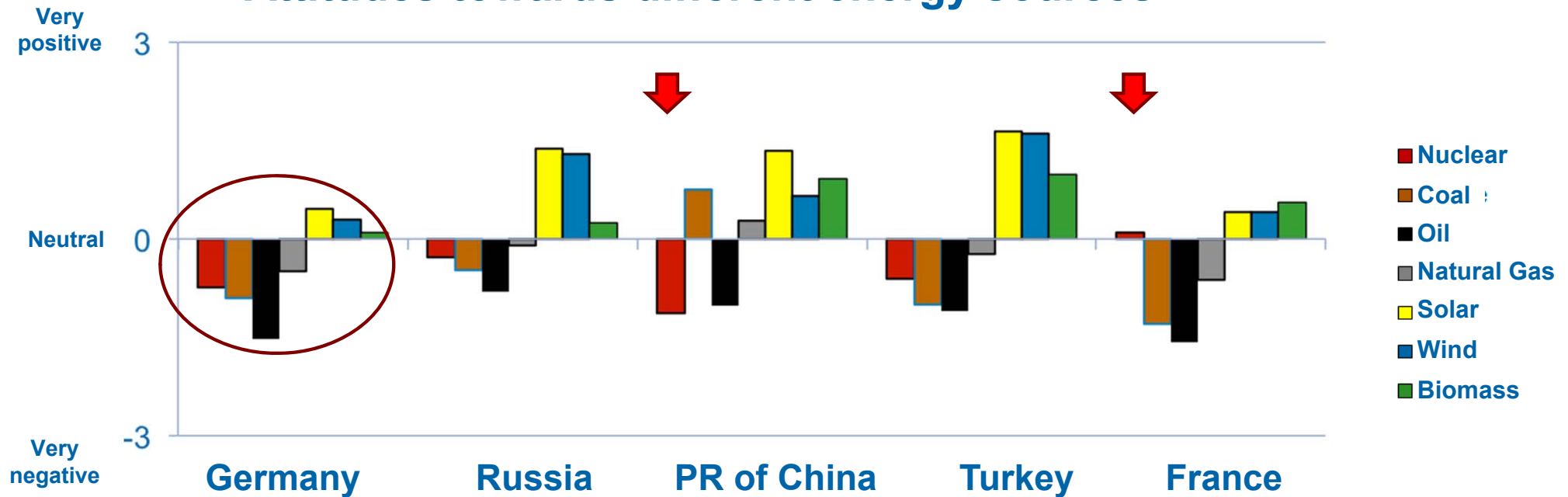


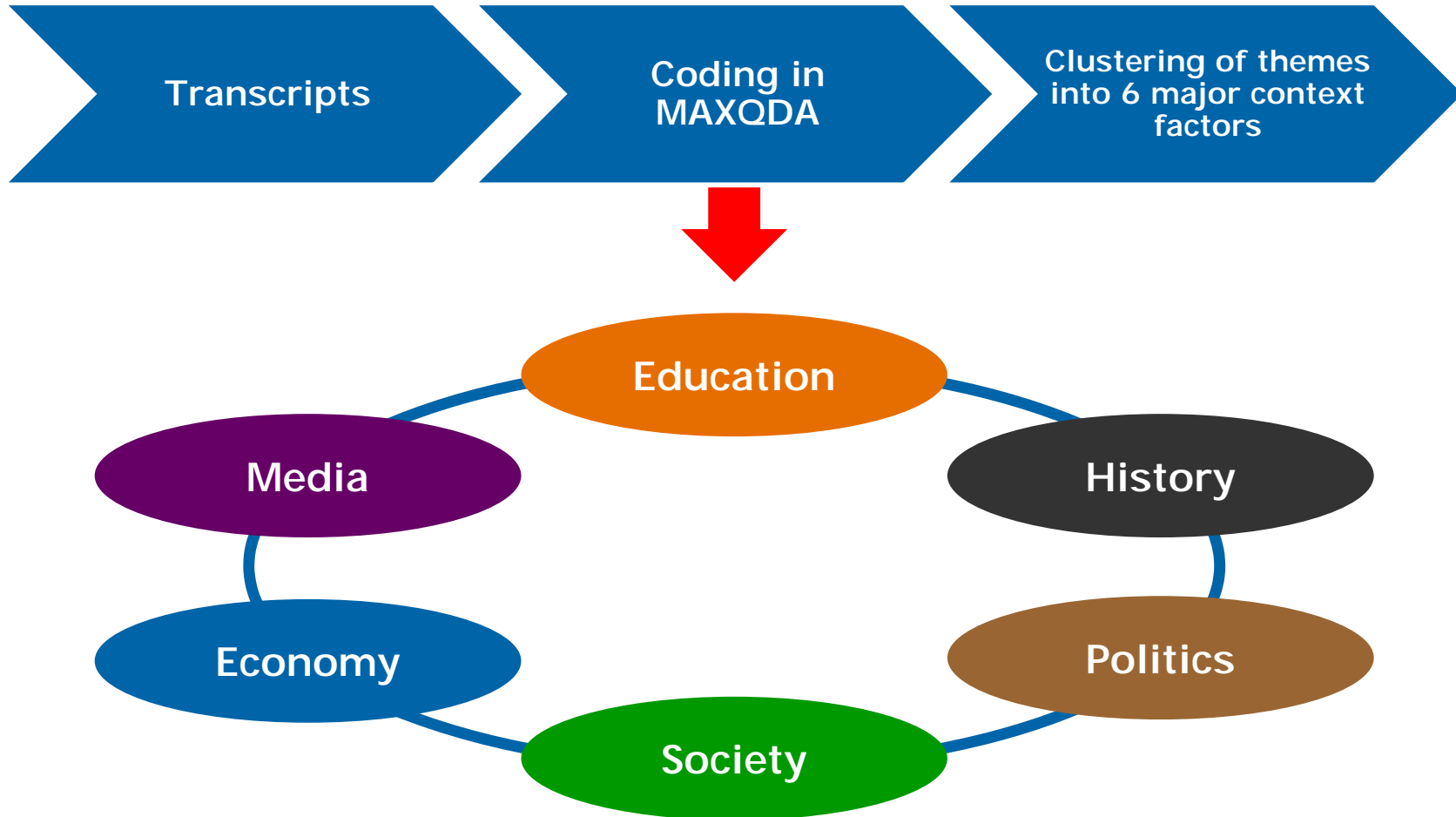
*p<0.05, **p<0.01, ***p<0.001

Quantitative Surveys

- Students at the University level from Germany (N=349), Russia (N=241), China (N=123), Turkey (N=123) and France (N=77)
- *Period:* February – May 2012 (except France); France: January 2013

Attitudes towards different energy sources





Diverging perspectives

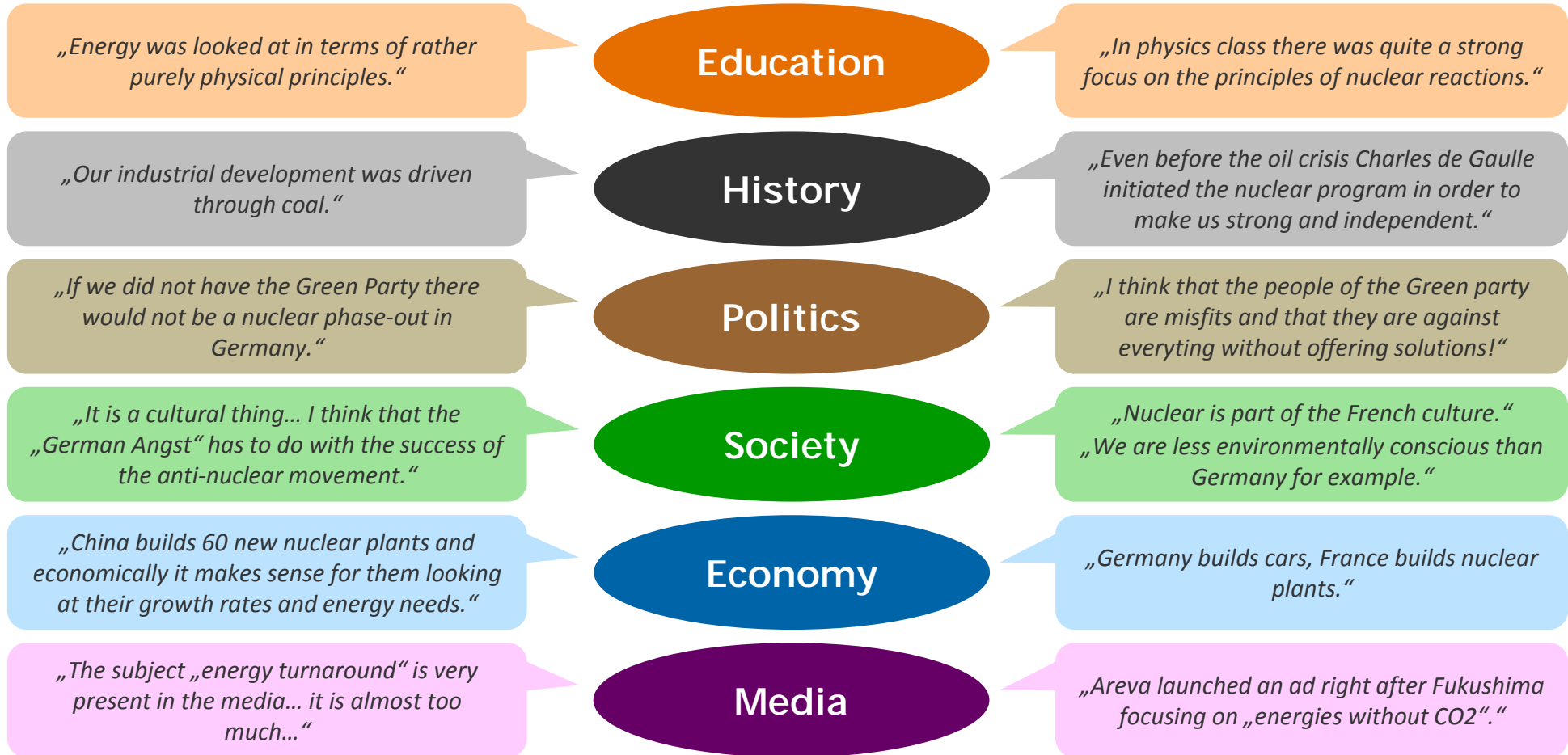


Image of Coal

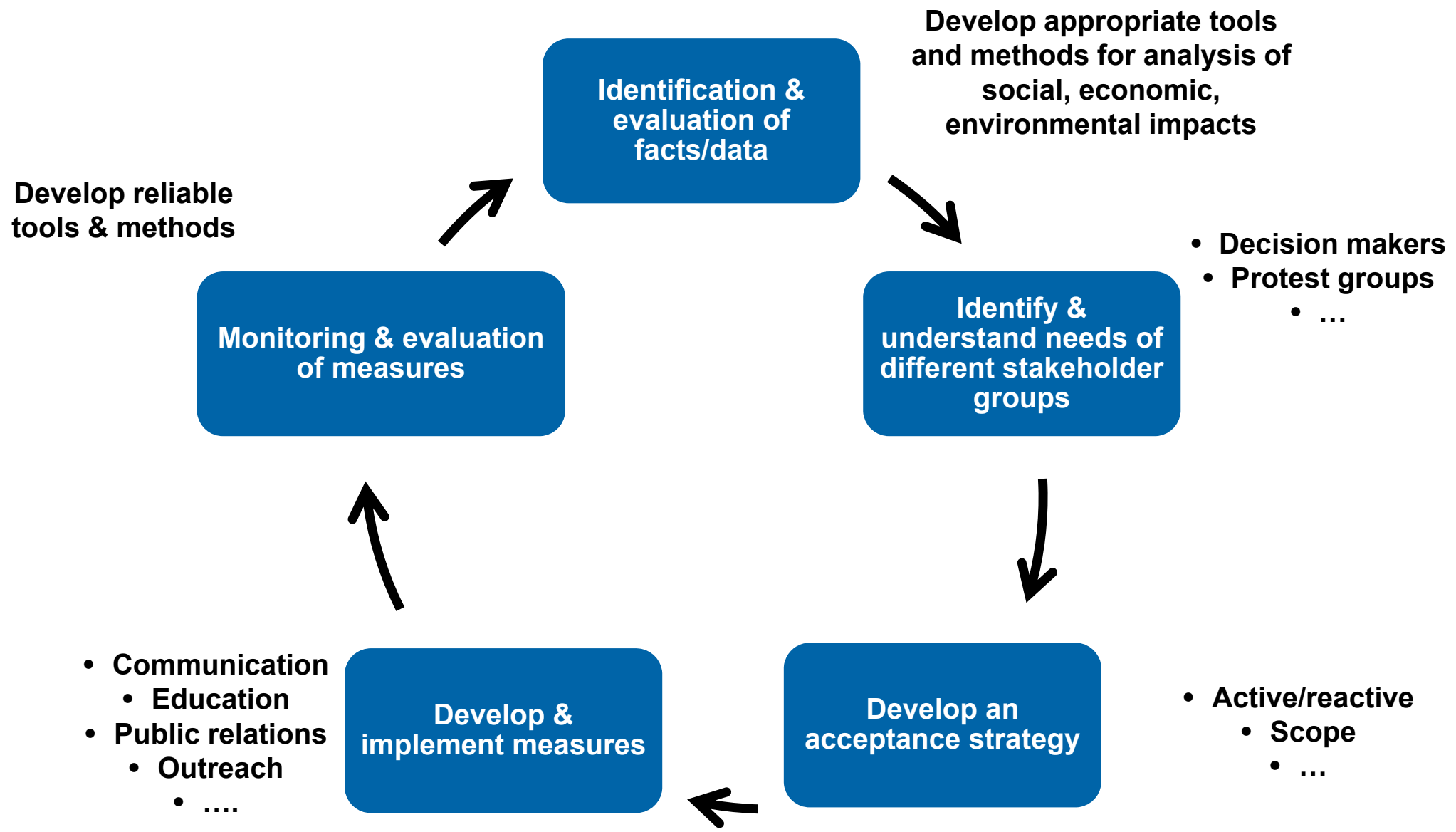
- Generally **negative** in the international context, even **relative to nuclear energy**.
- **Robust negative image associations** observed in **young adults** which remained **resistant to change** after energy catastrophes.

Context matters

- Perception is **beyond** „objective“ **facts**.
- **Interaction** of multiple **contextual factors** (i.e historical, educational, political, economical, societal & media factors) in **shaping & reinforcing perception**.



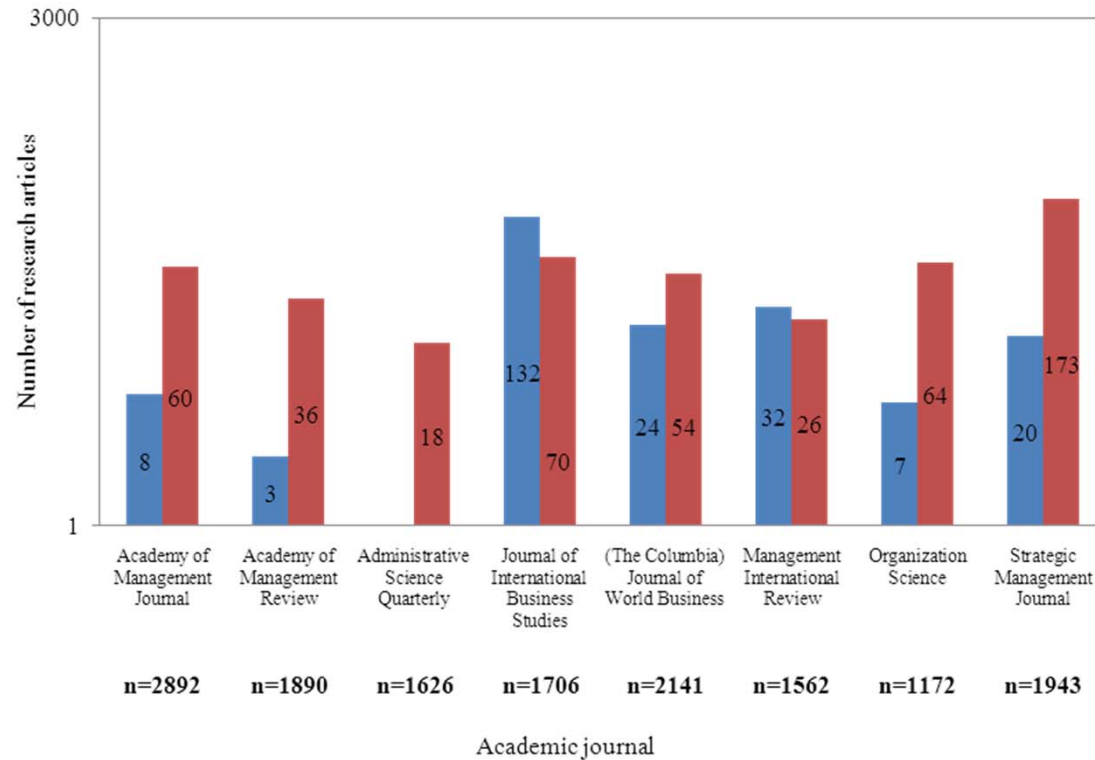
Limited effectiveness of „Clean Coal Campaigns“ or short-term communication measures → **Need to develop effective long-term communication & sustainable intervention measures** targeting underlying psychological associations and contextual factors.



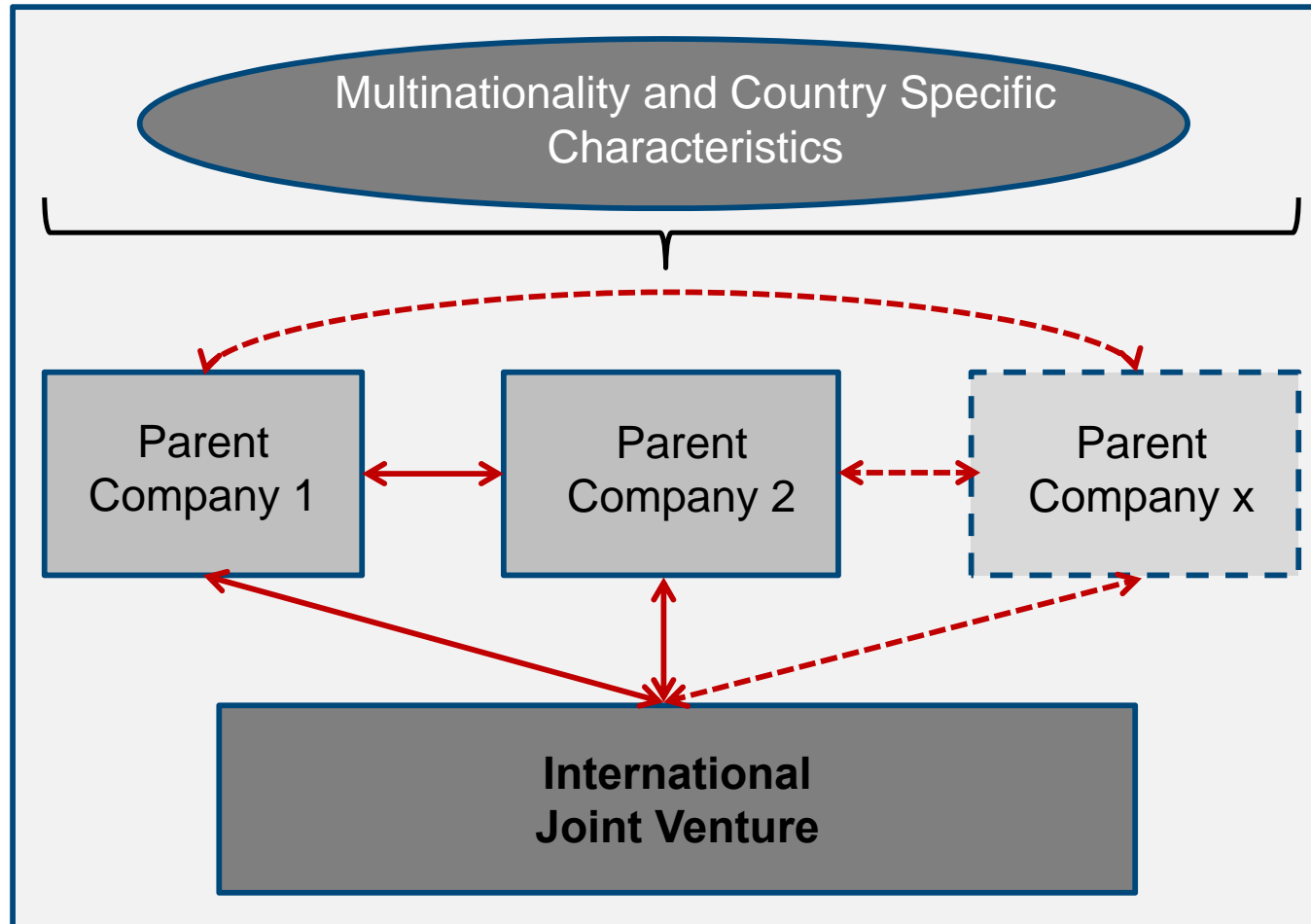
Contextualizing Success Factors of Inter-Organizational Networks in Emerging Economies: Comparing IJVs in Russia and China

1. **Research Focus and Structure of the Dissertation**
2. **Identification and Framing of Success Factors**
3. **Institution Matters: IJVs in Russia and China**
4. **Prospective Research Avenues**

How come?



Setting the Scene: International Joint Ventures



Research Focus

- IJVs as important IB/IM research stream
- **Very few rigorous studies** on market entry modes and IORs in **Russia**



Substantial **research gap!**



IJVs in Russia as the main focus of the PhD project!

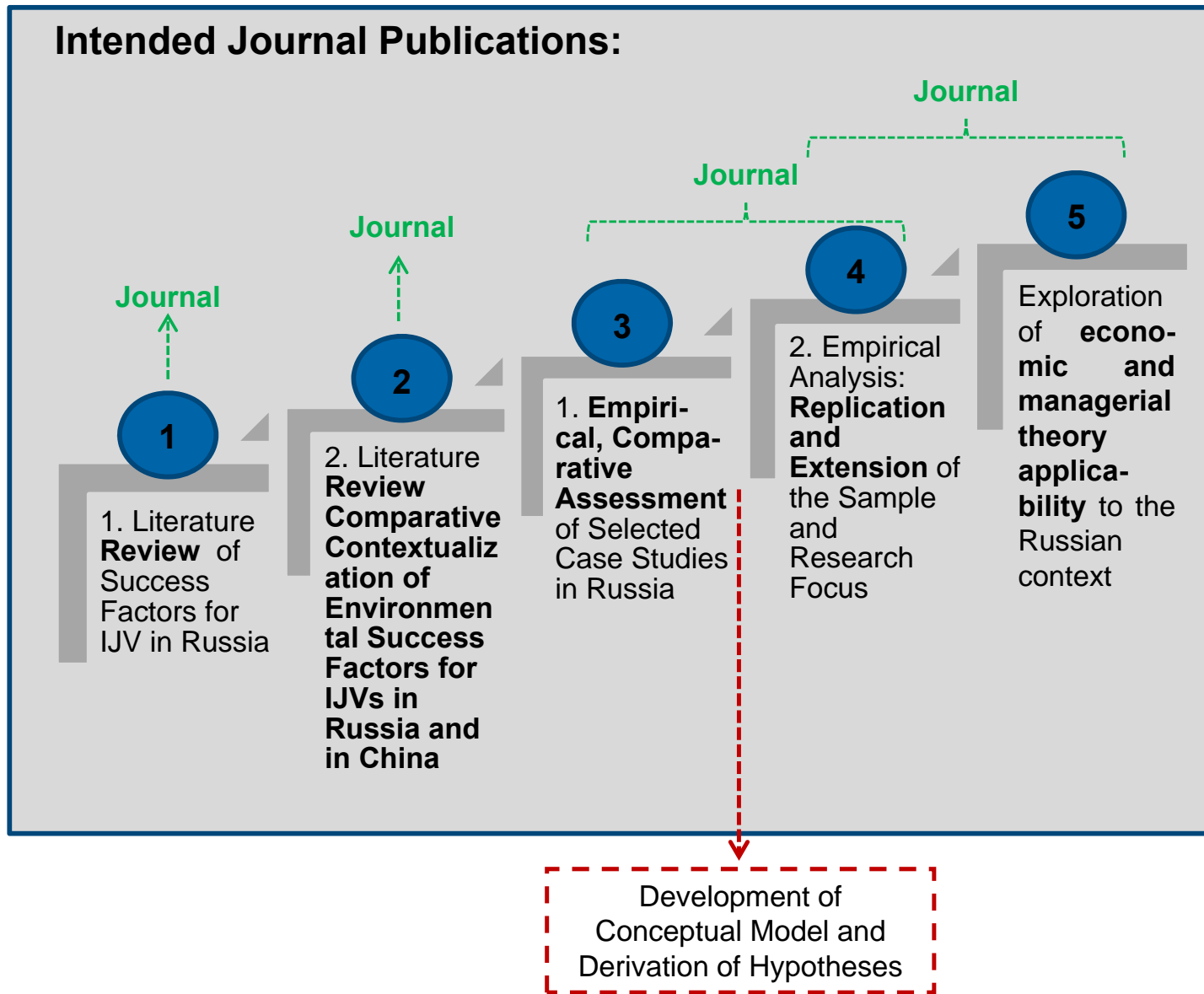
- **Research pillars:**

- (1) Identification and analysis of **key success factors** for the design and management of Russian-Foreign IJVs
- (2) Analysis of possible **host-country effects** in Russia
- (3) Exploration of **economic and managerial theory applicability** to the Russian context

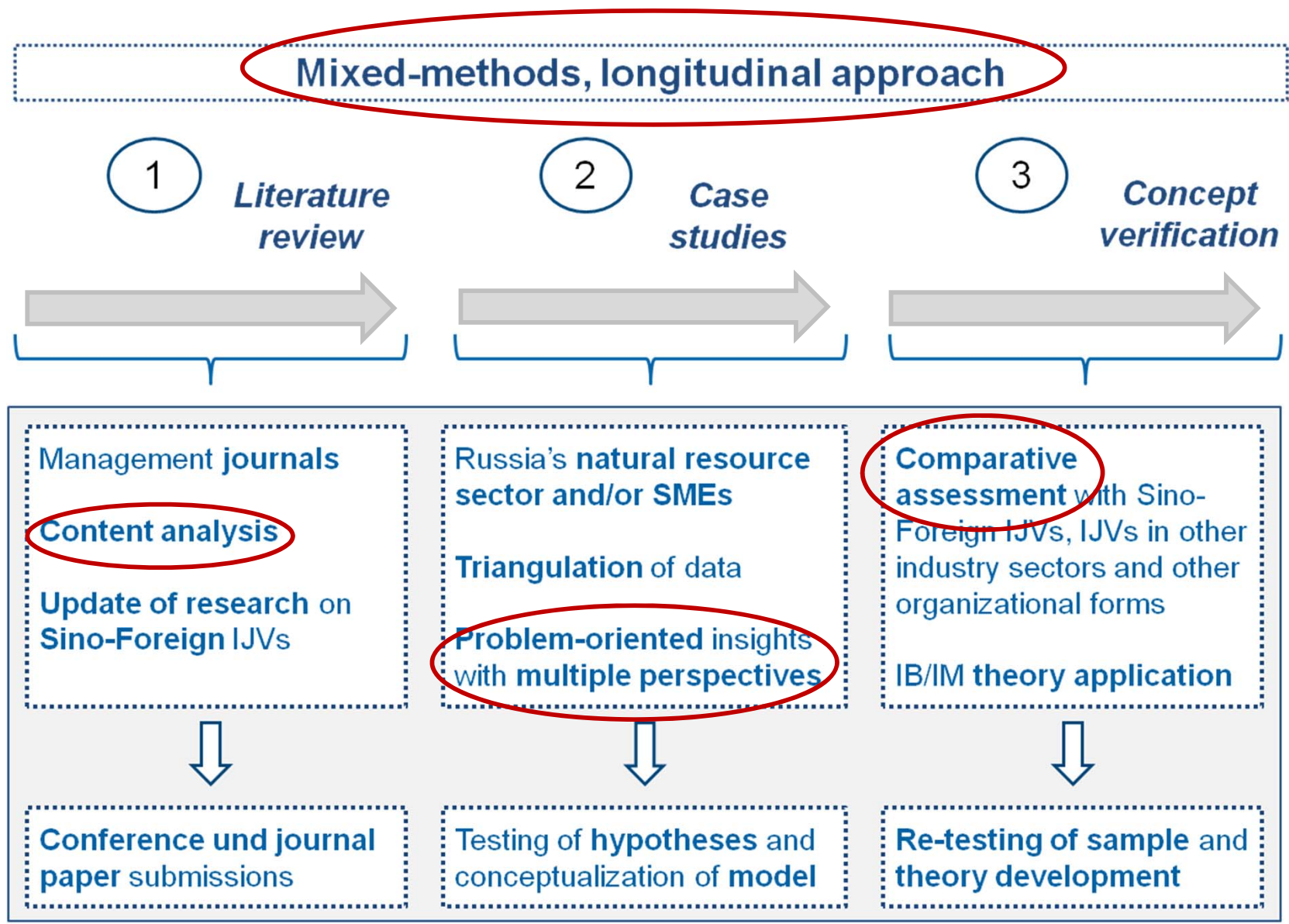


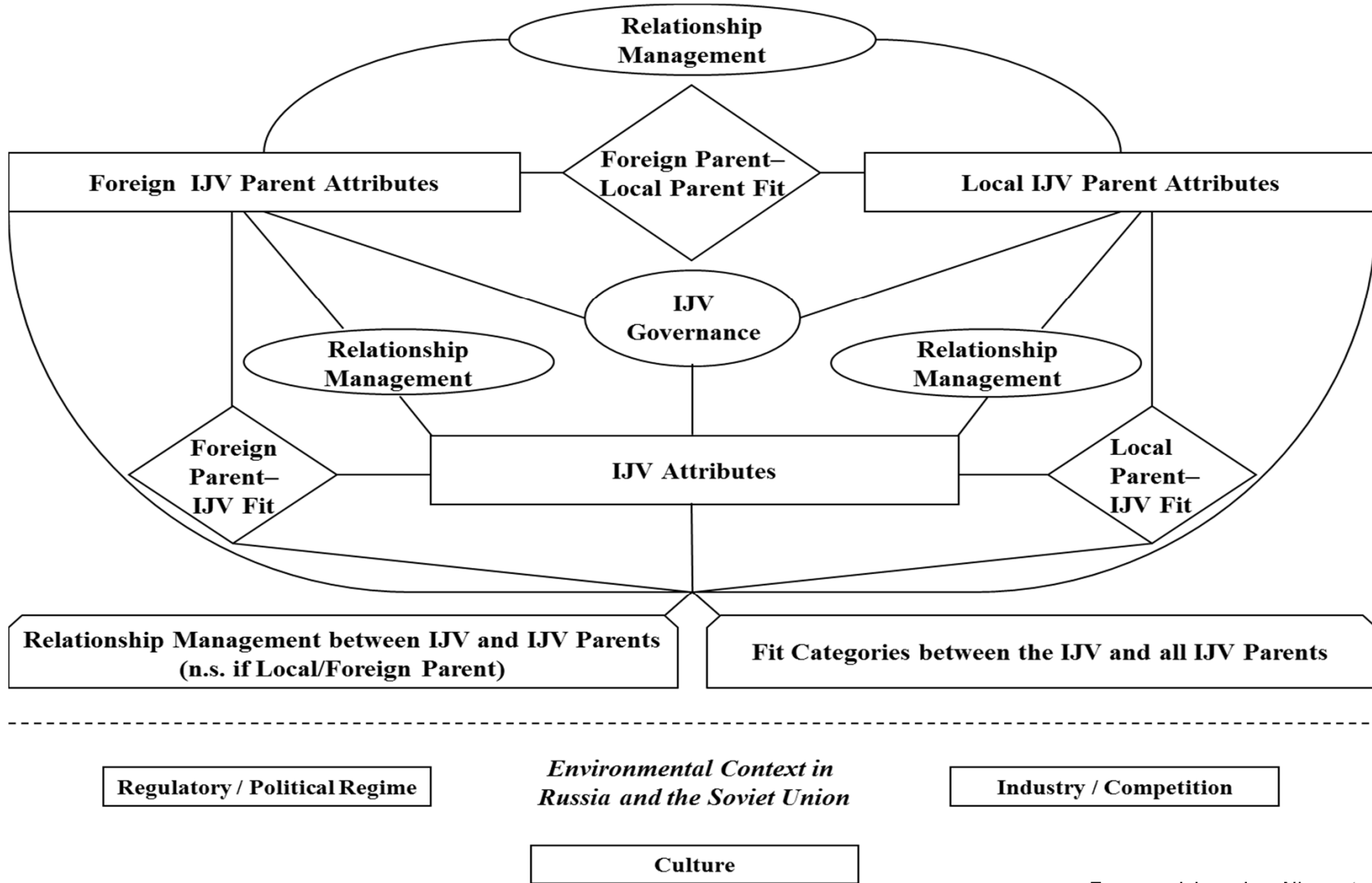
Comparative perspective:
i.e., Sino-Foreign IJVs

Structure and Composition of the Dissertation

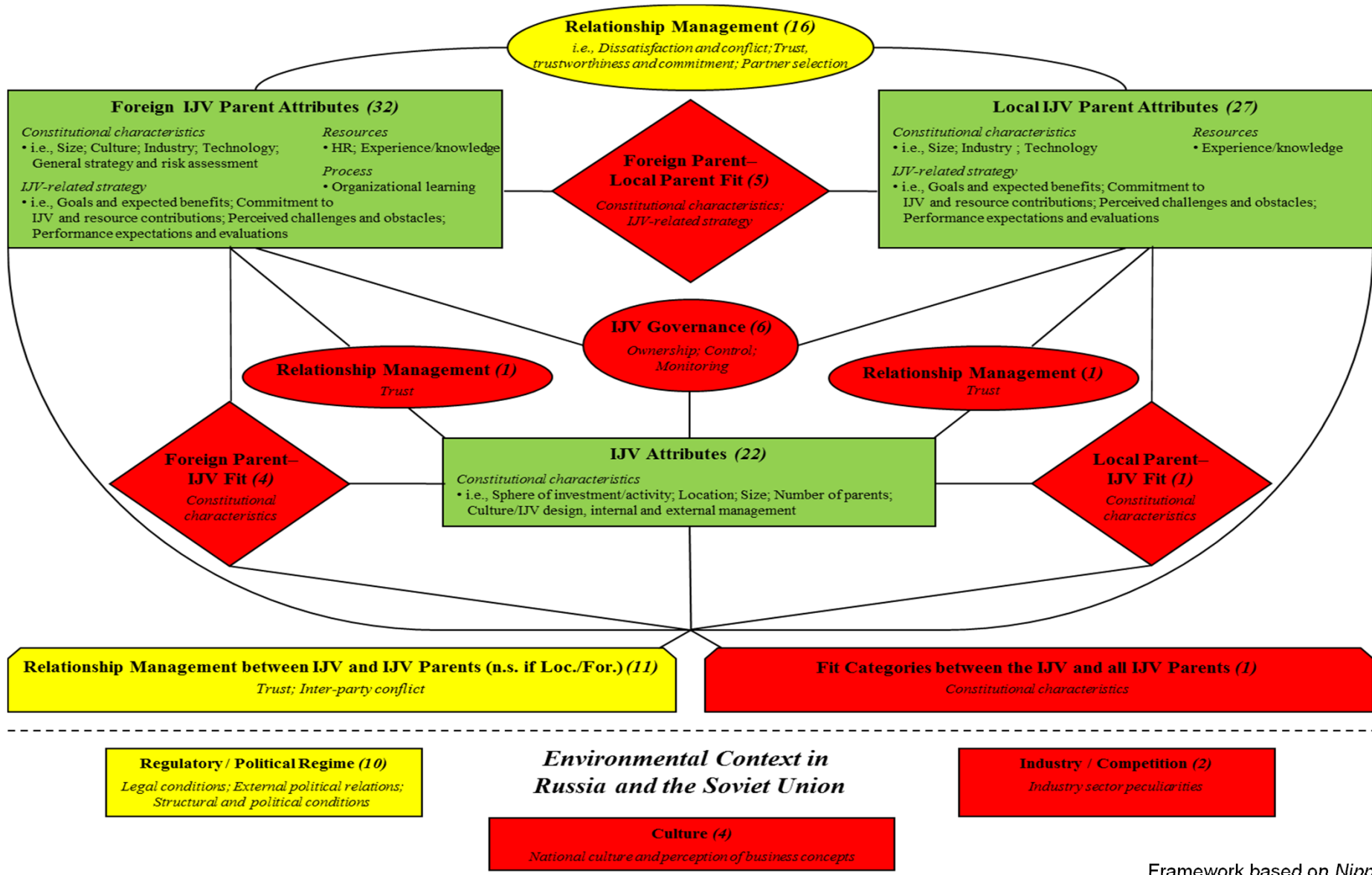


Methodology



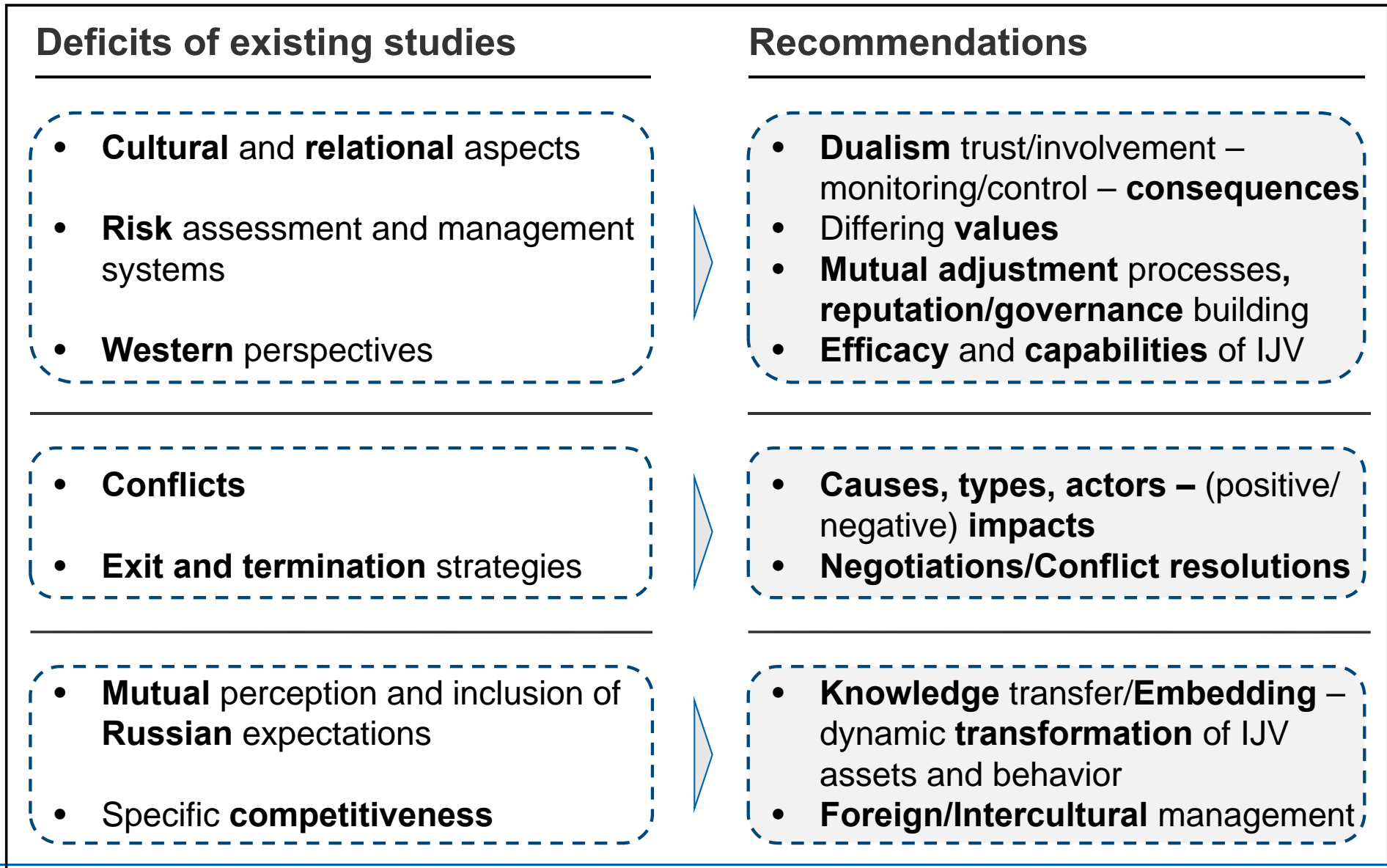


Framework based on Nippa et al. (2007)



Framework based on Nippa et al. (2007)

Implications for further research agenda



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