

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 <u>мая</u> 2014



#### **Affiliation**

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

#### **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"

#### Discussion of Future Research Interests







# **View of Freiberg and of the Main Campus**





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## TU Bergakademie Freiberg at a glance

- 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)

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- 6 Faculties
- 10 Central facilities
- 40 Institutes



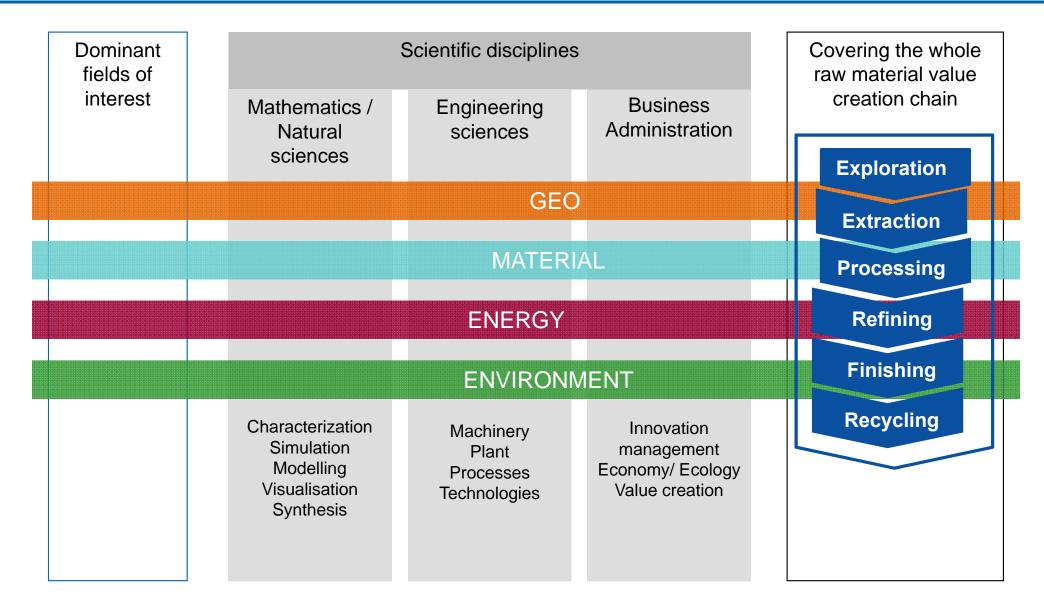
- **63** Courses of study
- **1.376** First semester students
- **5.575** Students
- **58,4 m€** third-party funds in 2013
  - **86** Full Professors
  - 2.107 Employees







## TU Bergakademie Freiberg: Research and Teaching Profile









## **TU Bergakademie Freiberg: International Network**

Butte
Calgary
Carbondale
Chicago
Golden
New York
Pittsburg
Potosi
Preto
Rapid City
Rolla
St. Paul
Waterloo

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Gliwice
Harbin
Sofia
Krakau
Kreta
Kosice
Leoben
Marne-la-Valée
Metz
Miskolc
Moskau
Ostrava
Prag
Trento
Trondheim

Beijing
Dnepropetrovsk
Hanoi
Petrosani
Pristina
Kiew
St. Petersburg
Tirana
Ulan-Bator
Veszprem
Wuhan

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







# The World Forum of Universities of Resources on Sustainability (WFURS)



- 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

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Prof. Dr. Michael Nippa

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

Research & Consulting TUBAF 1997-2009 completed Research & Consulting
TUBAF
2010-to date
ongoing

#### 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

#### 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

#### Projects (examples):

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

#### **Publications:**

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



#### Publications:

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



#### Publications:

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

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







## Interdisciplinary and Holistic Research

#### Strategic Management

e.g. Corp Governance **CPM** Restructuring

#### International Management

e.g. Market entry, Intl. Joint Ventures Intl. Resource Mgmt

### R&D / Innovation Management

e.g. R&D-Controlling Virtual R&D teams Technology transfer

Today's complex problems call for interdisciplinary approaches (multifaceted)

#### Reorganization Processes

e.g. Reengineering Service Efficiency Impact of Consultants

#### Technology **Assessment**

e.g. E-Mail Comm. Acceptance of Coal Sustainability

#### Leadership & HR Management

e.g. Trust Behavioral Dec.-making **Employee Loyalty** 







## **Outcome/Performance – Recent Publications**

#### **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.







## Outcome/Performance - Recent Publications - II

#### **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.







## **Overview Regarding Current Research**

# 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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#### 4. Discussion of Future Research Interests





## 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?





# Public acceptance as an additional challenge for Germany's Energiewende

#### **Consequences:**

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

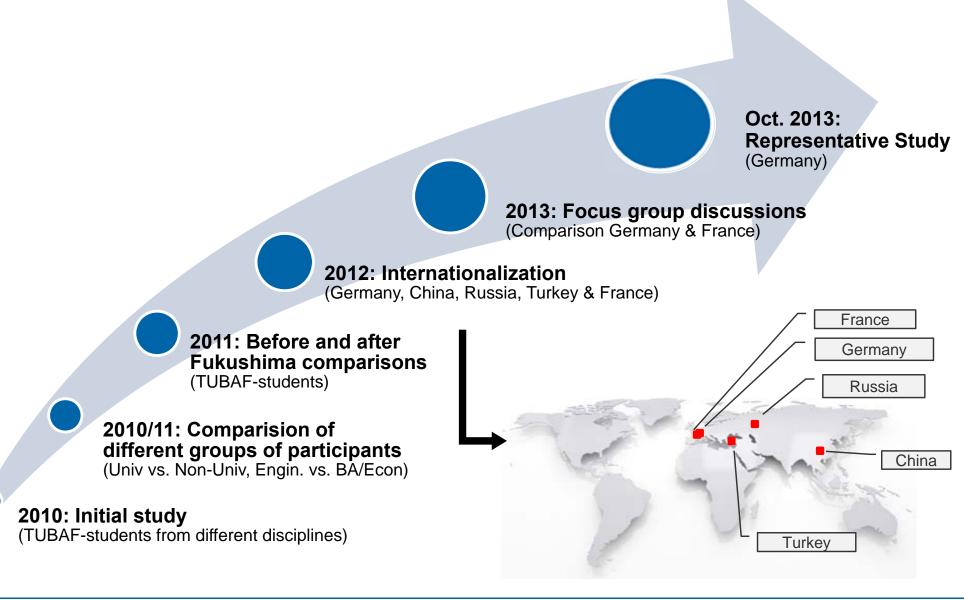
#### **New realities:**

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



# Societal Acceptance of Energy Sources Milestones of our previous research











# Societal Acceptance of Energy Sources Methods Used





#### LITERATURE RESEARCH

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



#### **QUANTITATIVE STUDY (paper/online)**

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



#### **QUALITATIVE GROUP DISCUSSIONS**

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



#### 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")







# Societal Acceptance of Energy Sources Word Association Technique to Capture Perception



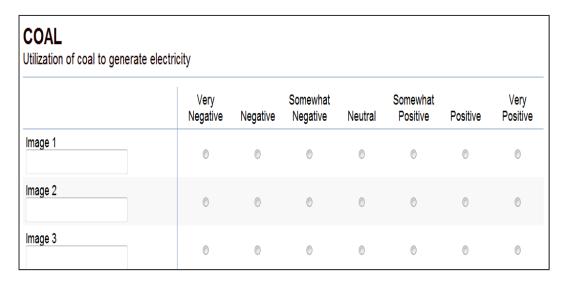
#### **Quantitative Survey**

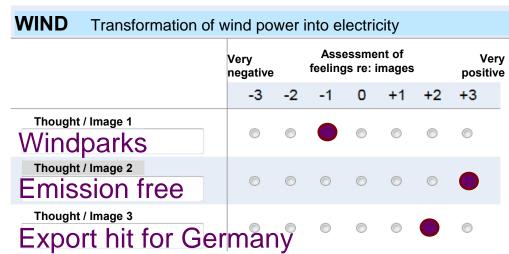
- ■177 Business-, 54 Engin.- und 22 Nat.Sci-students (TU Bergakademie Freiberg)
- Period: December 2010 January 2011

#### 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)







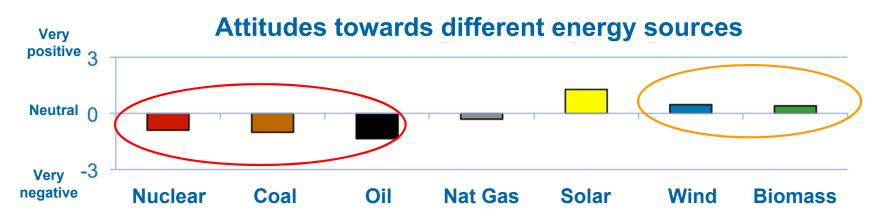




# Societal Acceptance of Energy Sources



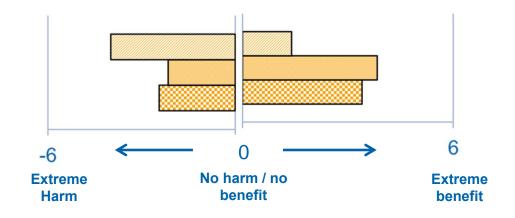
## Perception, Attitudes, Assessment of Energy Sources (G)



<sup>\*</sup> No significant difference between attitudes towards nuclear, coal, oil on the one hand and betwenn wind and biomass on the other hand

# Harm/benefit-assessment Nuclear □ economical □ social -6 Extreme harm No harm / no benefit Extreme benefit

#### Harm/benefit-assessment Coal







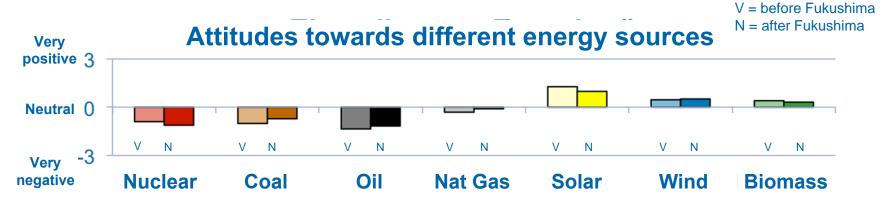


# Societal Acceptance of Energy Sources Searching for a "Fukushima-Effect" (Germany)

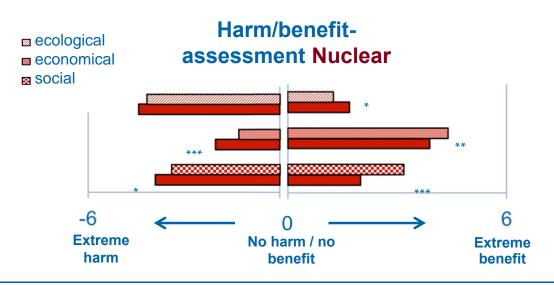


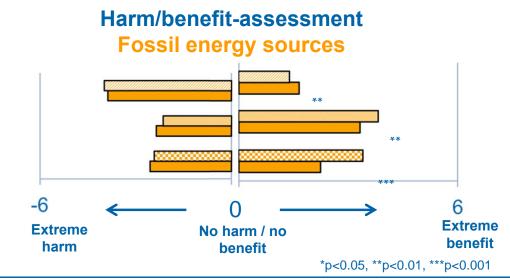
#### **Quantitative Survey**

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



<sup>\*</sup> No significant difference between attitudes before and after Fukushima for all seven energy sources











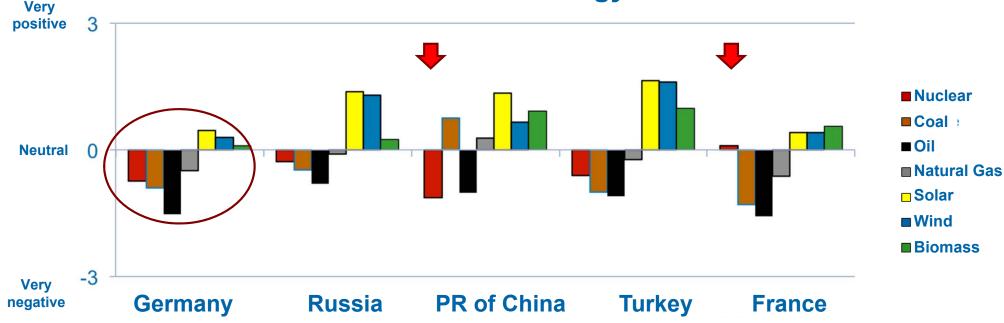
# Societal Acceptance of Energy Sources International Comparison Regarding Associations



#### **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



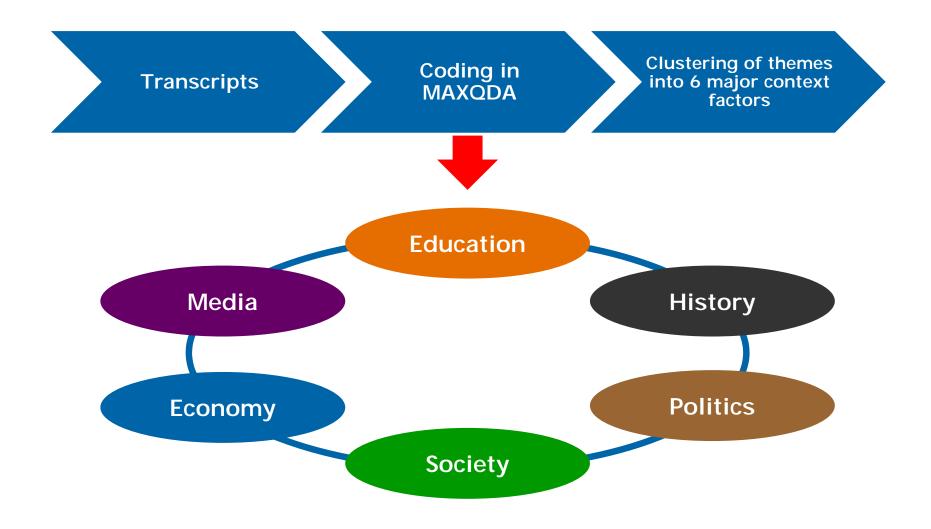






# International Comparison: France versus Germany Use of focus group discussions











# International Comparison: France versus Germany Results (Overview)





# Diverging perspectives



"Energy was looked at in terms of rather purely physical principles."

Education

"In physics class there was quite a strong focus on the principles of nuclear reactions."

"Our industrial development was driven through coal."

History

"Even before the oil crisis Charles de Gaulle initiated the nuclear program in order to make us strong and independent."

"If we did not have the Green Party there would not be a nuclear phase-out in Germany."

**Politics** 

"I think that the people of the Green party are misfits and that they are against everyting without offering solutions!"

"It is a cultural thing… I think that the "German Angst" has to do with the success of the anti-nuclear movement."

Society

"Nuclear is part of the French culture." "We are less environmentally conscious than Germany for example."

"China builds 60 new nuclear plants and economically it makes sense for them looking at their growth rates and energy needs."

**Economy** 

"Germany builds cars, France builds nuclear plants."

"The subject "energy turnaround" is very present in the media… it is almost too much…"

Media

"Areva launched an ad right after Fukushima focusing on "energies without CO2"."







# Results and Conclusions Regarding Research Insight 2 Societal Acceptance Of Energy Sources



#### **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.



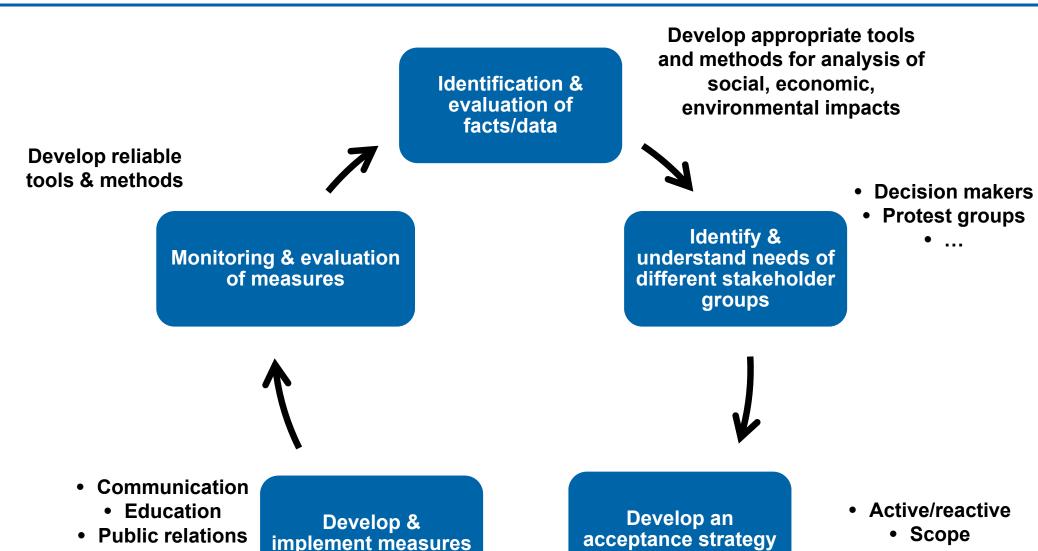




# Results and Conclusions Regarding Research Insight 2



## The Road to Societal Acceptance of Coal ... if it were that easy





Outreach

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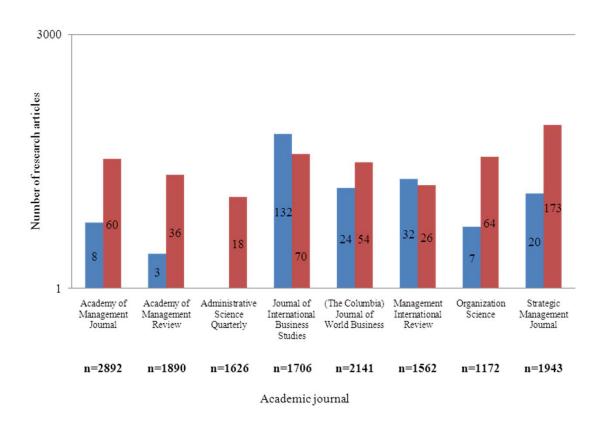


# Contextualizing Success Factors of Inter-Organizational Networks in Emerging Economies: Comparing IJVs in Russia and China

- 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





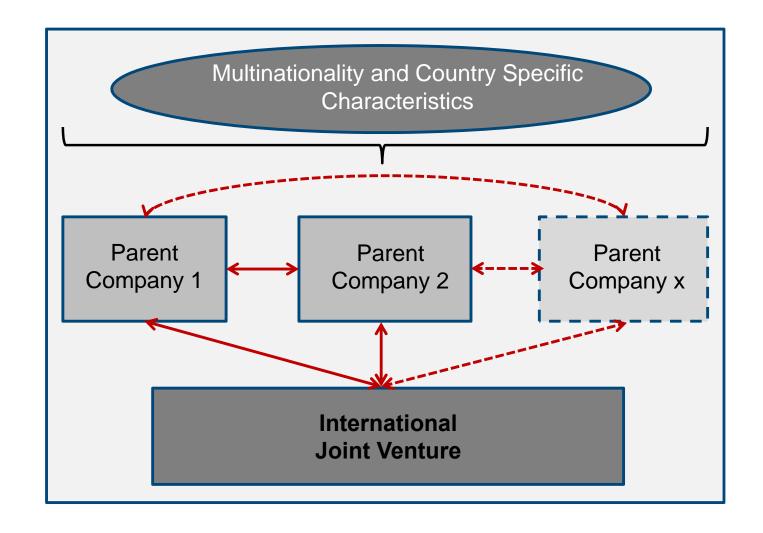








## **Setting the Scene: International Joint Ventures**





## **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

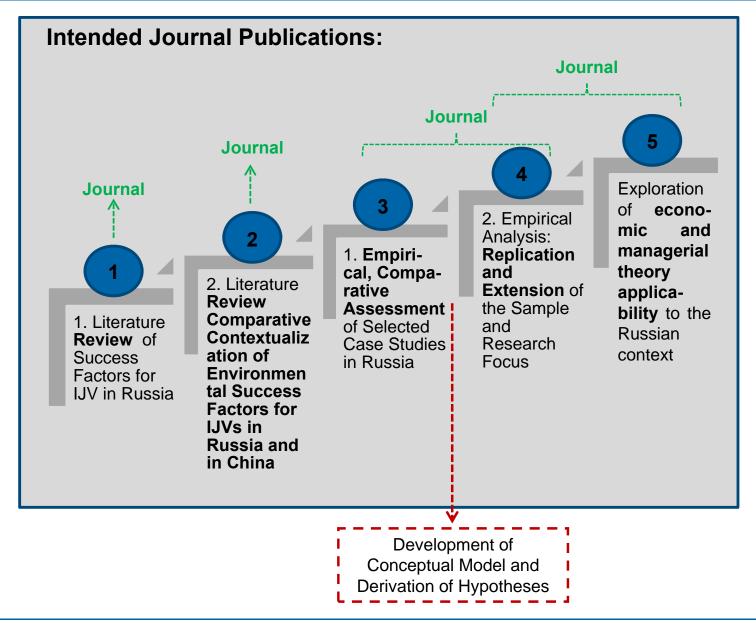
**Comparative** perspective:
i.e., Sino-Foreign IJVs





## **Structure and Composition of the Dissertation**









**Research Collaboration Workshop** 

HSE, Moscow - May, 22nd 2014



#### Mixed-methods, longitudinal approach Literature Concept Case verification studies review Management journals Russia's natural resource Comparative assessment with Sinosector and/or SMEs Content analysis Foreign IJVs, IJVs in other Triangulation of data industry sectors and other Update of research on organizational forms Problem-oriented insights Sino-Foreign IJVs with multiple perspectives IB/IM theory application Testing of hypotheses and **Conference und journal** Re-testing of sample and conceptualization of model paper submissions theory development



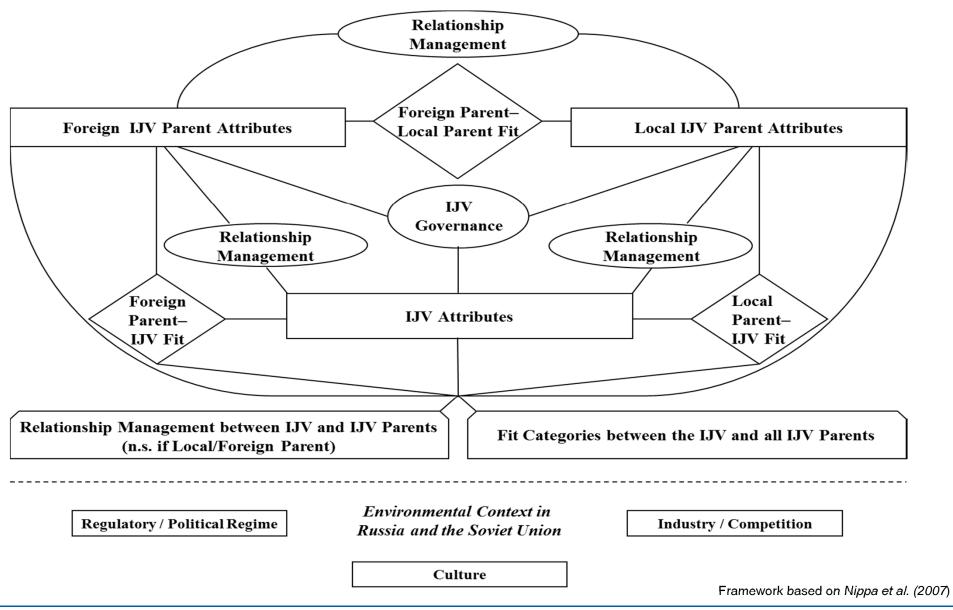
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# First findings and results (I): Application of success factor framework





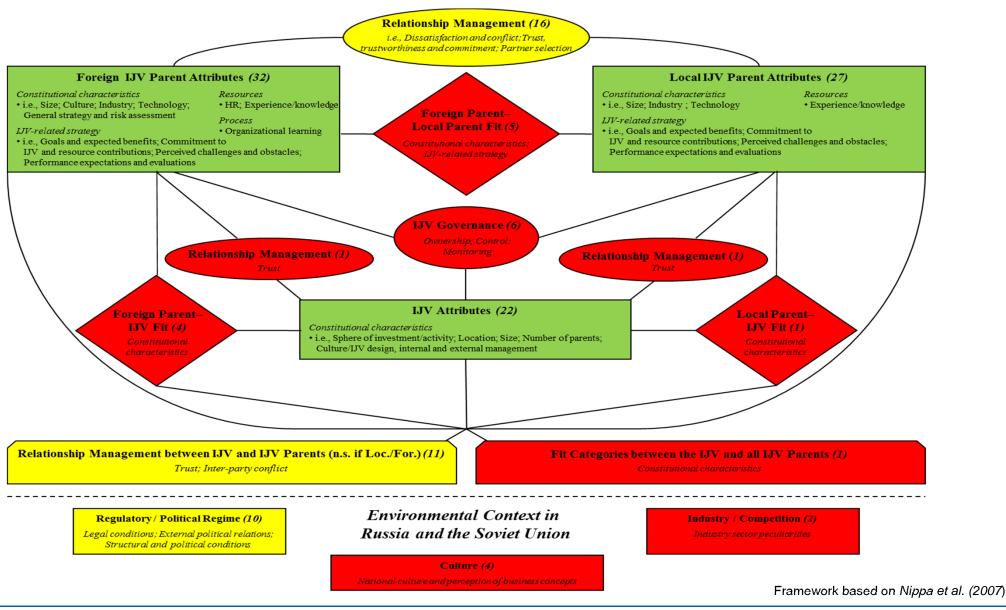






# First findings and results (II): Application of success factor framework









# Implications for further research agenda

#### **Deficits of existing studies**

- Cultural and relational aspects
- Risk assessment and management systems
- Western perspectives
- Conflicts
- Exit and termination strategies
- Mutual perception and inclusion of Russian expectations
- Specific competitiveness

#### Recommendations

- Dualism trust/involvement –
  monitoring/control consequences
- Differing values
- Mutual adjustment processes, reputation/governance building
- Efficacy and capabilities of IJV
- Causes, types, actors (positive/ negative) impacts
- Negotiations/Conflict resolutions
- Knowledge transfer/Embedding dynamic transformation of IJV assets and behavior
- Foreign/Intercultural management/





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