



**Lehrstuhl für Betriebswirtschaftslehre,
insbesondere
Führung und Personalmanagement**

**Lehrstuhlbericht
01. Oktober 2008 - 30. September 2009**

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Lehrstuhl für Betriebswirtschaftslehre,
insb. Führung und Personalmanagement

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1 Vorwort

Unternehmen erfolgreich zu führen, heißt insbesondere auch Menschen erfolgreich zu führen. Die Mitarbeiter mit ihrem Wissen und ihren Fähigkeiten, aber auch ihrer Einsatzbereitschaft und ihrem Commitment, verkörpern die Kernkompetenzen, die den nachhaltigen Unternehmenserfolg ausmachen.

Der Lehrstuhl für Betriebswirtschaftslehre, insb. Führung und Personalmanagement, befasst sich gerade mit diesem zentralen Aspekt der Unternehmensführung. Der hier vorliegende vierte Lehrstuhlbericht gibt darüber Auskunft, welche Beiträge wir in Lehre und Forschung sowie für die akademische Selbstverwaltung der WHU und das weitere wissenschaftliche Umfeld geleistet haben. Ohne dem Bericht in diesen verschiedenen Bereichen vorzugreifen, sei an dieser Stelle auf das wesentliche Grundverständnis unserer Arbeit hingewiesen.

Die Lehrstuhlaktivitäten sind international ausgerichtet, z. B. durch Lehrveranstaltungen in englischer Sprache, internationale Zusammenarbeit bei Forschungsprojekten sowie Sichtbarkeit der eigenen Forschungsergebnisse auf internationalen Konferenzen und in international führenden Zeitschriften. Daraus ergibt sich erhöhte Visibilität der WHU in relevanten Kernbereichen der Managementlehre; regional/national z. B. durch Forschungsprojekte und Workshops mit Firmen; international z. B. durch Publikationen in führenden Zeitschriften.

Auf der Basis aktueller eigener Forschungstätigkeit, Lehrbücher und Fallstudien vermitteln wir in unseren Lehrveranstaltungen neueste wissenschaftliche Erkenntnisse der internationalen Forschung. So werden die Kursteilnehmer dabei unterstützt, Führungsfähigkeiten zu entwickeln sowie das Instrumentarium des strategischen Personalmanagements zu beherrschen. Der Lehrstuhl ist mit Beiträgen zur Führungslehre und zum Personalmanagement in allen Programmen der WHU vertreten.

In der Forschung werden praktische Managementansätze entwickelt, die insbesondere eine bessere Nutzung des Wissens, der Kreativität und somit der Innovationskraft der Mitarbeiter in den Vordergrund stellen. So zum Beispiel in dem im Januar 2007 gestarteten EU-Projekt zum Thema Cultural and Innovation Dynamics, innerhalb dessen unser Lehrstuhl als integraler Bestandteil Fragestellungen zur Führung international verteilter Innovationsteams bearbeitet (nähere Informationen zu diesem Projekt finden sich in diesem Bericht). Erklärtes Ziel ist es hierbei, einen signifikanten wissenschaftlichen Beitrag zu leisten, der in den Begutachtungsprozessen der international führenden Zeitschriften Anerkennung findet und letztendlich publiziert wird. Dies ist uns auch im Berichtszeitraum gelungen, mit Veröffentlichungen in führenden nationalen und internationalen Zeitschriften, wie z. B. *Research Policy*, *Human Relations*, oder dem *MIT Sloan Management Review*. Dieser Forschungoutput in den angesehensten Zeitschriften leistet einen wesentlichen Beitrag zur Sichtbarkeit der WHU, der gerade bei Evaluationen und Rankings zum Tragen kommt, wie dies im Berichtszeitraum beispielsweise mit dem Handelsblatt-Ranking der Fall war.

Darüber hinaus schlägt sich diese Forschungsausrichtung auch in der Lehre nieder. Sie bietet die Grundlage für wissenschaftliche Aktualität und praktische Anwendungsnähe in den Vorlesungen und Seminaren. So profitieren auch die Studenten und letztendlich deren zukünftige Unternehmen.

Die Arbeit des Lehrstuhls wird von meinen Mitarbeiterinnen und Mitarbeitern (Rita Lingscheid im Sekretariat, Dr. Miriam Müthel, Cynthia Hanser, Sarah Gehrlein, Steffen Löv, Matthias Weiß) und externen Doktoranden (Gisa Mönkemeyer sowie Dr. Katrin Marx und Dr. Frank Siebdrat, die beide im Berichtszeitraum ihre Promotionen erfolgreich abgeschlossen haben) tatkräftig unterstützt. Ihnen gelten meine außerordentliche Anerkennung und mein herzlicher Dank. Ebenso profitierten der Lehrstuhl und ich persönlich von der Kollegialität und der positiven Atmosphäre, die die WHU prägen.



Univ.-Prof. Dr. Martin Högl

Vallendar, im Oktober 2009

2 Lehrstuhlteam



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3 Leistungen in der Lehre

Im abgelaufenen akademischen Jahr wurden verschiedene Kurse in den Programmen der WHU angeboten. Nachfolgend finden Sie eine Übersicht über die durchgeführten Veranstaltungen.

3.1 Lehrveranstaltungen von Prof. Dr. Martin Högl

BSc-Programm:

- *Managerial Leadership (3. Sem.), Module A und B*

Diese Vorlesung wurde in englischer Sprache durchgeführt. Sie vermittelt Grundkenntnisse des Verhaltens und der Führung in Organisationen. Themengebiete sind u. a. Führen durch Ziele und Teamführung.

MSc-Programm:

- *Managing People for Competitive Advantage (2. Sem.)*

Diese Veranstaltung wurde in englischer Sprache durchgeführt und beschäftigte sich mit wichtigen Themen des Personalmanagements aus strategischer Sicht. Dabei wurden u. a. Aspekte wie Change Management, Performance Management sowie Mitarbeitermotivation behandelt.

MBA-Programm:

- *Managing People for Innovation; Spezialisierungskurs für den Jahrgang MBA 2009*

Dieser in englischer Sprache durchgeführte Kurs befasst sich mit ausgewählten Themen an der Schnittstelle zwischen Führung und Innovation, z. B. Führung und Kreativität und Management von Produktentwicklungsteams.

EMBA-Programm:

- *Managing People for Competitive Advantage (Modul 3); Pflichtkurs für den Jahrgang EMBA 2010 (KW-12)*

Diese Veranstaltung wurde in englischer Sprache durchgeführt und beschäftigte sich mit wichtigen Themen des Personalmanagements aus strategischer Sicht. Dabei wurden u. a. Aspekte wie Change Management, Performance Management sowie Mitarbeitermotivation behandelt.

MLB-Programm:

➤ *Managerial Leadership*

Diese Vorlesung wurde in englischer Sprache durchgeführt. Sie vermittelt Grundkenntnisse des Verhaltens und der Führung in Organisationen. Themengebiete sind u. a. Führen durch Ziele und Teamführung.

Promotionsprogramm:

➤ *Doktoranden-Seminar: Forschen und Publizieren in der empirischen Managementlehre*

Dieses Seminar wurde gemeinsam mit Prof. Ernst durchgeführt und hatte zum Ziel, aktuelle inhaltliche und methodische Entwicklungen auf dem Gebiet der empirischen Betriebswirtschaftslehre zu beleuchten.

Lehrveranstaltungen in Firmenprogrammen:

➤ *Deutsche Börse Management Education Program: "Leadership" (Modul 4).*

➤ *3M Key Account Leadership Development Program: "Performance Management" und "Team Management" (Modul 10).*

3.2 Lehrveranstaltungen von Dr. Miriam Müthel

MSc-Programm:

➤ *Leadership in Organizations (1. Sem.)*

Dieser Kurs richtet sich auf die "menschliche" Seite von Managementansätzen. Aus dieser generalistischen Perspektive heraus integriert der Kurs Aspekte aus den Bereichen des organisationalen Verhaltens, des Personalmanagements, der Strategie und der Organisationslehre.

MBA-Programm:

➤ *Organizational Behavior; Grundkurs für den Jahrgang MBA 2010*

Diese Vorlesung wurde in englischer Sprache durchgeführt. Sie vermittelt Grundkenntnisse des Verhaltens und der Führung in Organisationen. Themengebiete sind u. a. Führen durch Ziele und Teamführung.

3.3 Lehrveranstaltungen externer Dozenten

BSc-Programm:

- *Prof. Dr. K. Praveen Parboteeah: "Business Ethics" (3. und 4. Sem.)*
Dieser Kurs soll ein Verständnis für die Beziehung zwischen Unternehmen und deren Interessenvertretern vermitteln und erklären, warum ethische Verfehlungen auftreten. Es werden Unternehmen und deren Verflechtungen mit verschiedenen äußeren Einflussfaktoren untersucht, wodurch verständlich wird, was unethisches und gesellschaftlich verantwortungsloses Verhalten hervorruft. Außerdem werden Denkanstöße vermittelt, damit solche Vorfälle vermieden werden.

- *General Kretschmer: "Führung in der Praxis" (6. Sem.)*
Diese Veranstaltung ergänzte das lehrstuhlinterne Angebot um weitere praktische Aspekte der 'gelebten Führung'; auch - aber nicht nur - aus militärischer Sicht. Ziel war es dabei, eine Grundposition zum persönlichen Führungsstil als zukünftige Führungskraft zu entwickeln.

MSc-Programm:

- *Prof. Dr. J. B. Cullen: "Ethics in Management" (1. Sem.)*
Ziel dieser Lehrveranstaltung war es, die Studenten mit ethischen Konzepten, Theorien und Themen vertraut zu machen, soweit sie sich auf die Entscheidungsfindung von Führungspersonen beziehen. Im Rahmen der Vorlesung wurden ethische Fragen und Probleme im Hinblick auf eine Vielzahl von Wirtschaftsbeziehungen (Verbraucher, Mitarbeiter, Umwelt) sowie im Hinblick auf die Bereiche Marketing, Produktion, Accounting und Personalmanagement behandelt.

3.4 Gastreferenten

- Im Rahmen der MBA-Vorlesung "Organizational Behavior" stellten Silke Gottschlich und Dr. Sascha L. Schmidt, Firma a-connect, Düsseldorf, eine Fallstudie zum Thema "Teamarbeit in der Top-Management Beratung" vor.

3.5 Betreuung von Abschlussarbeiten

Folgende Abschlussarbeiten wurden im Berichtszeitraum am Lehrstuhl betreut:

- **Oliver Kanders (BSc):**
'Cultural Challenges in the Vietnamese Business Environment'

- **Sebastian Kuhnert (BSc):**
'Kreativitätsfördernde Arbeitsplatzgestaltung'

- **Britta Schröder (BSc):**
'Kreativitätsmessung im Kontext des Assessment Center'
- **Valentin Altenburg (MLB):**
'The Neurobiology of Charismatic Leadership'
- **Bettina Kroth (MLB):**
'Die Rolle des strategischen HR Management'
- **Mark Schneider (MBA):**
'The Lawyer as Leader – Do Lawyers need Leadership Skills'
- **Emma Nicholls (EMBA):**
'The Review and Development of an Employer Brand for EDF Energy Networks'
- **Markus Schulte-Berndt (EMBA):**
'Performance Management at a Technical Sales Team'
- **Carsten Emmerich (EMBA):**
'Development of an Integration Plan in the Energy Trading Sector'.

3.6 Doktorandenprogramm

Prof. Dr. Martin Högl betreut derzeit fünf Doktorarbeiten als Erstbetreuer sowie neun Doktorarbeiten als Zweitbetreuer.

Die Arbeiten mit Erstbetreuerschaft sind unter der Rubrik Forschung kurz inhaltlich skizziert.

Die Arbeiten, bei denen Prof. Högl die Zweitbetreuung übernommen hat, finden Sie nachstehend aufgelistet:

- **Jana Boss:**
'Erfolgsfaktoren von Dienstleistungsinnovationen'
Erstbetreuer: Prof. Ernst
- **Philipp Bubenzer:**
'Identity and Innovation – The Social Embeddedness of New Product Launch Success'
Erstbetreuer: Prof. Ernst
- **Nicola Denk:**
'Internationalization of Emerging Market Firms – Mitigation of Liabilities of Foreignness through Corporate Social Capital'
Erstbetreuer: Prof. Kaufmann
- **Felizitas Eichinger:**
'Kompetenzen bei der Geschäftsmodellentwicklung von Unternehmensgründern'
Erstbetreuer: Prof. Grichnik

- **Martin Fischer:**
'Integration of Patent Management with New Product Development and its Impact on Performance'
Erstbetreuer: Prof. Ernst
- **Nils Omland:**
'Indikatoren und Determinanten des Wertes von Patenten'
Erstbetreuer: Prof. Ernst
- **René Rambusch:**
'Interne Kundenzufriedenheit mit dem Controllerbereich'
Erstbetreuer: Prof. Weber
- **Alexander Smeja:**
'Entrepreneurial Human Resource Management – Auswirkungen emotionaler und kognitiver Signale von Unternehmensgründern auf das unternehmerische Verhalten der Mitarbeiter'
Erstbetreuer: Prof. Grichnik
- **Martin Springinklee:**
'Funktionsübergreifende Integration und die Gestaltung von Ziel- und Anreizsetzung in der Logistik'
Erstbetreuer: Prof. Weber

Als stellvertretender Vorsitzender des Promotionsausschusses hatte Prof. Högl im Berichtszeitraum bei folgender Disputation den Vorsitz:

- **Fabian Sting:**
'Flexible Sourcing: Operational Hedging, Diversification and Contracting under Supply and Demand Uncertainty'
Erstbetreuer: Prof. Huchzermeier
Zweitbetreuer: Prof. Korn

Zudem wurden im Berichtszeitraum die nachfolgend aufgeführten Verteidigungen und Disputationen durchgeführt.

Verteidigungen:

- **Sarah Gehrlein:**
'Team-Level and Individual-Level Antecedents of Shared Leadership in Dispersed Project Teams'
Zweitbetreuer: Prof. Grichnik

- **Felizitas Eichinger:**
'Kompetenzen bei der Geschäftsmodellentwicklung von Unternehmensgründern'
Erstbetreuer: Prof. Grichnik
- **Alexander Smeja:**
'Entrepreneurial Human Resource Management – Auswirkungen emotionaler und kognitiver Signale von Unternehmensgründern auf das unternehmerische Verhalten der Mitarbeiter'
Erstbetreuer: Prof. Grichnik
- **Nicola Denk:**
'Internationalization of Emerging Market Firms – Mitigation of Liabilities of Foreignness through Corporate Social Capital'
Erstbetreuer: Prof. Kaufmann

Disputationen:

- **Frank Siebdrat:**
'Virtual Teams - Understanding their Dynamics and Leveraging their Performance
An Empirical Study of Software Development Teams'
Zweitbetreuer: Prof. Ernst
Vorsitz: Prof. Fischer
- **Katrin Marx:**
'Innovation durch Teamkompetenz - Bedeutung und Wirkungen von Training und Teamentwicklung'
Zweitbetreuer: Prof. Ernst
Vorsitz: Prof. Fischer
- **Christian Pfennig:**
'Controllerzufriedenheit: Messung – Wirkungen - Determinanten'
Erstbetreuer: Prof. Weber
Vorsitz: Prof. Schäffer

4 Leistungen in der Forschung

4.1 Publikationen

Internationale begutachtete Zeitschriftenartikel:

Lichtenthaler, U., Ernst, H., & Hoegl, M. (in press). Not-sold-here: How attitudes influence external knowledge exploitation. **Organization Science**.

Employee attitudes with regard to the usefulness of external knowledge may influence a firm's extent of interorganizational knowledge transactions. Prior research has focused on 'Not-Invented-Here (NIH)' tendencies, which refer to negative attitudes in organizations towards the acquisition of knowledge from external sources. In this research, we develop the concept of 'Not-Sold-Here (NSH)' tendencies, which result from protective attitudes in firms towards the external exploitation of knowledge, e.g., technology licensing. We show conceptually how NSH tendencies develop and how they can influence the extent of outward knowledge transfer. We test five hypotheses regarding antecedents and consequences of NSH tendencies with data from 152 firms spanning multiple industries.

The empirical findings show that NSH tendencies exist in organizations and that they constitute a major barrier to the implementation of external knowledge commercialization strategies. The concept of NSH therefore helps to explain the varying degrees of activity in external knowledge exploitation, and it contributes to understanding particular microfoundations of dynamic capabilities.

Weiss, M., Hoegl, M. & Gibbert, M. (in press). Making virtue of necessity: The role of team climate for innovation in resource-constrained innovation projects. **Journal of Product Innovation Management**.

The effect of financial resource constraints on innovation team performance is ambiguous. On the one hand, the majority of scholars have argued that financial resource constraints have an inhibiting effect on innovation whereas budgetary slack supports creativity and innovation. Consistent with this notion, in most conceptual models on the management of innovation projects, the availability of slack, or at least adequate (rather than constrained) resources represents an important success factor supporting innovation. On the other hand, popular parlance has it that sometimes, 'necessity is the mother of innovation', and literature in cognitive psychology suggests that resource constraints stimulate creativity and innovative behavior. Recent innovation literature indeed provides evidence that remarkable innovation outcomes can be achieved with constrained financial resources. Despite the rapidly growing research on success factors of innovation projects, and the high managerial relevance of budget questions, the influence of financial resource constraints has only

very recently started to attract interest. The objective of the present study is to contribute to that research by investigating under what conditions financial resource constraints lead to innovation outcomes. Specifically, team climate for innovation is examined as a potentially important contingency variable of the relationship between financial resource constraints and innovation project performance. By explicitly focusing on team climate for innovation, factors of the work environment in innovation projects are addressed as influential boundary conditions for successfully innovating under financial resource constraints. The hypotheses are tested on a sample of 94 innovation project teams from a variety of industries. To ensure content validity and to avoid a possible common source bias, data from different respondents, i.e. team leaders, team members, and team external managers of the innovation projects, were used. Results of regression analyses show that there is no significant relationship between financial resource constraints and innovation project outcomes in terms of product quality, and project efficiency. However, results show a significant interaction term of financial resource constraints and team climate for innovation in that team climate for innovation positively moderates the relationship between financial resource constraints and product quality as well as project efficiency. Thus, the findings of the present study contradict the widespread notion in innovation literature that financial resource constraints have a wholesale inhibiting effect on innovation, thereby providing a differentiated perspective on the relationship between financial resource constraints and innovation. On a practical level, the results of this study highlight a specific condition under which product developers can come up with more innovative solutions despite, or even because, of financial resource constraints.

Walter, A., Parboteeah, K.P., Riesenhuber, F., & Hoegl, M. (in press). Championship behaviors and innovation success: An empirical investigation of university spin-offs. *Journal of Product Innovation Management*.

Despite the flurry of scholarly research on champions, no prior article has explicitly addressed how different dimensions of championship behavior actually contribute to innovation success. In this article, based on an extensive literature review, the authors argue that champions display four behaviors, namely 1) pursuing innovative ideas, 2) network building, 3) persisting under adversity, and 4) taking responsibility for the idea.

The authors use data from 123 university spin-offs to test proposed linear and curvilinear relationships between the four behaviors and an objective measure of innovation success, namely a longitudinal measure of sales growth. The results indicate that network building has the desired positive relationship with sales performance. Surprisingly, pursuing the innovative idea is not related to sales growth. Furthermore, the present study also reveals some dysfunctional effects of champion behaviors. Persisting under adversity and taking responsibility have the hypothesized inverted-U relationship with sales growth.

The present study provides a more refined discussion of the benefits and dangers of championing behaviors. Our results show that linking technology to markets can only be planned and controlled to a very limited extent even if champions are working hard to sell the idea to potential customers. Furthermore, any new idea is often competing with existing products and pursuing such ideas may result in opposition to the idea.

In contrast, network building has the desired positive relationship with innovation success. Effective championing behavior keeps an innovative idea alive by mobilizing support and building coalitions around the idea with critical individuals or important third parties.

Moreover, this study challenges the widespread 'heroic' discussion of championing as fundamentally positive 'across the board'. The results show that persisting under adversity and taking responsibility are desirable up to some levels. Beyond such critical levels, these two champion behaviors may actually become detrimental to the innovation process. Being too persistent in the face of adversity or taking too much responsibility for the innovative idea might undermine the power of the champion's justifications for an innovation and thereby increase resistance to change. An 'over-performing' champion may interpret opposing communications as an unwarranted and injurious response. By taking over too much responsibility for the innovative undertaking, the champion is likely to discourage contributions from other team members who see no valuable opportunity to bring their expertise and knowledge to the idea.

Seriki, H.T., Hoegl, M., & Parboteeah, K.P. (in press). Innovative performance in African technical projects – A multi-level theory. *Journal of World Business*.

In this paper, we discuss how the societal context of sub-Saharan Africa is related to the innovative performance of project teams. We develop propositions based on previous literature while also using insights from experts on the sub-Saharan societal context. We then test these propositions using a case based approach. Specifically, we examine the propositions through interviews with team leaders in three companies located in sub-Saharan Africa (two located in Nigeria and one located in South Africa). This empirical examination of real-life project teams in sub-Saharan Africa leads us to an improved understanding concerning the consequences of African societal characteristics for the innovative performance of teams. Essentially, our findings suggest that managers of African projects need to adapt their methods 1) to incorporate and utilize the diversity inherent in society, 2) to (re)direct the focus of entire projects towards creating value for human beings, and 3) to maintain acceptable and security-giving hierarchies. We discuss the theoretical and practical implications of our findings.

Muethel, M., Hoegl, M. (in press). Cultural and societal influences on shared leadership in globally dispersed teams. *Journal of International Management*.

Leading globally dispersed teams poses critical challenges, especially if the team members are not only physically separated, but also culturally diverse and their tasks are dynamic, and complex. It has been argued that shared leadership behaviors, such as continuous reflection, anticipation of a team's information needs, and initiating a team's social influence, positively influence virtual team performance. Country-level effects on shared leadership in globally dispersed teams, however, have been neglected. Building on the country institutional profile developed by Kostova (1997), we argue that regulative, cognitive, and normative components influence the likelihood that the individual will engage in shared leadership behaviors. Analyzing the differences between the institutional profiles of team members' home countries as reflected in institutional diversity as a team-level property, we furthermore point to different levels of institutional diversity as an enabling or hindering condition of shared leadership.

Magni, M., Proserpio, L., Hoegl, M., & Provera, B. (2009). The role of team behavioral integration and cohesion in shaping individual improvisation. *Research Policy*, 38(6): 1044-1053.

The notion of improvisation has recently emerged in managerial studies as a viable answer to flexibly dealing with unexpected occurrences. Nonetheless, research on improvisation has essentially approached the issue through a metaphorical framework, and has regularly relied on conceptual frameworks residing either at the individual or the team-level. We investigate how team-level processes affect individual improvisation in complex project domains. Using data from 138 team leaders and members belonging to 38 information systems development teams, we test cross-level hypotheses through hierarchical linear modeling. Team behavioral integration and team cohesion positively affect individual improvisation. Moreover, cohesion positively moderates the influence of team behavioral integration on individual improvisation. In concluding this paper we offer theoretical and practical implications.

Valikangas, L., Hoegl, M. & Gibbert, M. (2009). Why learning from failure isn't easy (and what to do about it): Innovation trauma at Sun Microsystems. *European Management Journal*, 27(4): 225-233.

Popular parlance suggests that 'you learn more from your failures than from your successes'. However, when it comes to failed innovations in organizations, we find that the proverb is not always true. We suggest that instead, failure may often lead to innovation trauma, an inability to commit to new innovations due to severe disappointment from previous innovation failures. We discuss innovation trauma in the context of Sun Ray, the thin-client computing innovation that came out of Sun Labs at

Sun Microsystems. Sun Ray was too closely associated with an earlier, highly publicized failure called JavaStation, and never really got a chance to prove its mettle. We suggest overcoming innovation trauma is a critical but underappreciated aspect of innovation management in companies such as Sun Microsystems that depend on continuous innovation for their competitiveness. Thus the concept has significance beyond this particular case study in that it points to the role emotions play in innovation failure and to the need for managers to mediate such potentially traumatic experiences in order to sustain innovation after serious failures.

Parboteeah, K. P., Hoegl, M. & Cullen, J. B. 2009. Religious dimensions and work obligation: A country institutional profile model. *Human Relations*, 62(1): 119-148.

The influence of religion as an important element of national contexts has been largely neglected in international management research, even though all major religions promote particular values that believers express at work. In this paper, we apply the country institutional profile (Kostova, 1999) to specify cognitive, normative, and regulative elements of national religious contexts and relate them to individuals' work obligation norms. Using Hierarchical Linear Modeling (HLM) on data from 62,128 individuals in 45 countries, we find support for our hypotheses regarding positive relationships with one cognitive component (importance of God) and one normative component (behavioural aspect of religion). Our hypothesis for the negative relationship between the regulative component (state religion) and work obligation is also supported. We also propose that religious pluralism will weaken the relationships between the cognitive and normative aspects of religion and work obligations. Results provide varying support for the interactive effects of religious pluralism. We discuss theoretical and practical implications of our results and argue for the analytical importance of religion in understanding workplace behaviors.

Schulze, S. & Hoegl, M. 2008. Organizational knowledge creation and the generation of new product ideas: A behavioral approach. *Research Policy*, 37(10): 1742-1750.

In this paper, we address the pre-project phase of idea generation in the product innovation process, where the effective generation of new product ideas still remains an issue of high relevance for both management scholars and practitioners. We relate Nonaka and colleagues' four knowledge creation modes of socialization, externalization, combination, and internalization to the novelty of product ideas generated. Taking a behavioral perspective on the four modes, we posit positive relationships between socialization as well as internalization and the novelty of product ideas, whereas we postulate negative relationships for externalization as well as combination. Using data from multiple respondents in 33 companies, our results confirm the proposed linkages.

Parboteeah, K. P., Hoegl, M. & Cullen, J. B. 2008. Ethics and religion: An empirical test of a multi-dimensional model. *Journal of Business Ethics*. 80(2): 387-398.

Although it seems that ethics and religion should be related, past research suggests mixed conclusions on the relationship. We argue that such mixed results are mostly due to methodological and conceptual limitations. We develop hypotheses linking Cornwall et al.'s (1986, *Review of Religious Research*, 27(3): 266–244) religious components to individuals' willingness to justify ethically suspect behaviors. Using data on 63,087 individuals from 44 countries, we find support for three hypotheses: the cognitive, one affective, and the behavioural component of religion are negatively related to ethics. Surprisingly, one aspect of the cognitive component (i.e., belief in religion) shows no relationship. Implications for research and practice are discussed.

Praxisorientierte Zeitschriften und Zeitungsartikel:

Siebrat, F., Hoegl, M., & Ernst, H. (2009). How to manage virtual teams. *MIT Sloan Management Review*, 50(4): 63-68.

Teams are the typical building blocks of an organization: They provide companies with the means to combine the various skills, talents and perspectives of a group of individuals to achieve corporate goals. In the past, managers used to colocate team members because of the high levels of interdependencies that are inherent in group work. Recently, though, more and more companies are beginning to organize projects over distance, with teams increasingly consisting of people who are based in dispersed geographical locations, come from different cultural backgrounds, speak different languages and were raised in different countries with different value systems.

Gibbert, M., Valikangas, L. & Hoegl, M. (2009). How resource constraints spark creativity. *MIT Sloan Management Review*. Online Special Report: The Downturn Manifesto. 7 April 2009. [<http://sloanreview.mit.edu/special-report/2009/04/07/how-resource-constraints-spark-creativity/>]

Remember how, as a child, you could use whatever you had on hand as a toy? Resource constraints during a downturn can help you recapture that kind of inventiveness.

If you saw someone use a teapot as a watering can, would you say it is a teapot or a watering can? Cognitive psychology tells us that most adults would say it's a teapot; after all, it was designed as a teapot. Until the age of about six, however, children tend to think that, well, a teapot used as a watering can is a perfect example of a watering can! Research in cognitive psychology further shows that children are much better than adults at 'using what is at hand' to solve new problems they may be faced with.

Muethel, M. & Hoegl, M. 2008. Tackling the leadership challenges in dispersed teams. *Projektmanagement*, 19(5): 32-39.

Leading dispersed teams poses critical challenges in respect of the team members being separated, and the tasks dynamic and complex. 'Hands-on' influencing attempts by vertical formal or informal team leaders are largely ineffective in this context, leading to a naturally arising leadership vacuum in dispersed teams. Focusing on this domain, we adapt the concept of shared leadership to the context of dispersed teams. Moreover, we extend this concept by specifying the contributions that vertical leaders could make to the effectiveness of shared leadership in dispersed projects.

Buchbeiträge und begutachtete Beiträge in Tagungsbänden:

Muethel, M., Gehrlein, S., & Hoegl, M. 2009. Shared leadership in geographically dispersed innovation teams: On the role of team identification and team self-efficacy. In *Proceedings of the Research Forum of the Product Development and Management Association Conference*. Anaheim, CA.

Muethel, M., Siebdrat, F. & Hoegl, M. 2009. Perceived trustworthiness in innovation teams and the moderating effects of virtuality. In *2009 Academy of Management Best Paper Proceedings*. Chicago, IL.

Siebdrat, F., Hoegl, M. & Ernst, H. 2009. Subjective distance in distributed teams: A study of software development teams (extended abstract). *2009 Portland International Conference on Management of Engineering and Technology (PICMET)*, Portland, OR.

Magni, M., Maruping, L., & Hoegl, M. 2008. Improvisation and Performance in Software Development Teams: The Role of Geographic Dispersion. *ICIS 2008 Proceedings*. Paper 154.

Hoegl, M., Parboteeah, K. P., & Muethel, M. 2008. Cross-national differences in managers' creativity values. *2008 Asia Academy of Management Conference Proceedings*, Taipei, Taiwan.

Siebdrat, F., Hoegl, M. & Ernst, H. 2008. Perceived distance in distributed teams: Modeling and empirical evidence. *2008 Asia Academy of Management Conference Proceedings*, Taipei, Taiwan.

Präsentationen auf Konferenzen

Muethel, M., Siebdrat, F. & Hoegl, M. 2009. Perceived trustworthiness in innovation teams and the moderating effects of virtuality. *2009 Academy of Management Conference*. Chicago, IL. **Finalist, Best Paper Award of the Technology and Innovation Management Division.**

Weiss, M., Hoegl, M. & Gibbert, M. 2009. The role of team climate for innovation in resource-constrained innovation projects. **2009 Academy of Management Conference**. Chicago, IL.

Siebdrat, F., Hoegl, M. & Ernst, H. 2009. Subjective distance in distributed teams: A study of software development teams. **2009 Portland International Conference on Management of Engineering and Technology (PICMET)**, Portland, OR.

Hoegl, M., Weiss, M., Gibbert, M., Valikangas, L. 2009. When less is (much) more: Strategies for breakthrough innovation under resource scarcity. **2009 R&D Management Conference**. Vienna, Austria.

Muethel, M., Gehrlein, S. & Hoegl, M. 2009. Team identification, team self-efficacy and shared leadership in new product development teams. **Capability Conference 'Towards the micro-level origins of organizational routines and capabilities'**. Rotterdam School of Management, Rotterdam, Netherlands.

Hoegl, M., Parboteeah, K. P., & Muethel, M. & 2009. The influence of the European work system on managers' creativity. **2009 European Academy of Management Conference**. Liverpool, UK.

Muethel, M. & Hoegl, M. 2009. Geographic dispersion and task uncertainty: Challenges for shared leadership theory. **2009 European Academy of Management Conference**. Liverpool, UK.

Magni, M., Maruping, L., & Hoegl, M. 2008 Improvisation and Performance in Software Development Teams: The Role of Geographic Dispersion. **ICIS 2008 Conference**.

4.2 Dissertationsprojekte der wissenschaftlichen Mitarbeiter und externen Doktoranden

Cynthia Hanser: 'Involving External Technology Providers in New Product Development Projects'

Numerous scholars have argued that organizations can benefit from involving external technology providers in the product development process, rather than working independently. They propose positive effects concerning market timing of new products, product quality, development cost, and product cost. Empirical evidence, however, has provided mixed support for the proposed effects of technology provider involvement in product development. This indicates the need for specifying conditions that support the successful implementation of knowledge provider involvement at the project level. Innovation teams extending across organizational boundaries are different from usual in-house development teams. Contributing to the extant literature on innovation projects, this

research aims at developing and testing a theoretical framework identifying specific challenges of new product development projects involving external technology providers, such as role conflicts, unclear governance structures, or value appropriation problems.

To examine this research question, an empirical study has been conducted within the automotive industry. The automotive industry has a long tradition of project collaboration in the field of production and emerges increasingly in the field of R&D. Measurement of the study has been assessed on the (organizational and) project-level of analysis. Thus, in the data collection process, there were three different groups of respondents involved: organizational managers, project leaders and project team members. As empirical contribution, this study assesses various antecedents of inter-firm collaboration in terms of product co-development.

Sarah Gehrlein: 'Team-level Antecedents of Shared Leadership in Dispersed Teams'

In the light of an increasing decentralization and globalization of work processes, there is an increased use of dispersed teams in organizations. Due to their characteristics (geographical dispersion, electronic dependence, national diversity and task uncertainty), they face significant challenges regarding leadership. In order to handle these challenges such teams increasingly rely not only on their team leader but on all team members to accept responsibility and share leadership tasks. Although shared leadership attains high attention in academic and practitioner oriented research, the antecedents of shared leadership have only partly been examined. A comprehensive conceptualization and empirical validation is still missing. This research wants to fill this research gap. Hence, target of this research project is to conceptualize the antecedents of shared leadership in dispersed teams on a team level and to empirically test the derived hypothesis. The empirical analysis is done via a questionnaire-based study in the context of software projects, since this is a field where dispersed teams frequently occur.

Steffen Löw: 'Facing the Challenge of Dispersed Knowledge – Cultural Influences on Knowledge Utilization in Dispersed Innovation Teams'

To secure the success of prospective innovation teams it is important to utilize the knowledge of a team's members. Nowadays, organizations are often relying on the work of teams with members dispersed over several sites. Thus, companies are able to make use of expert knowledge from different regions or specializations. But such dispersed teams often cross several boundaries, e.g. bringing together people from different cultures, languages or fields of study. Therefore, dispersed teams often have to deal with differences between their members. Those differences — e.g. cultural diversity — can have both positive and negative influences on teamwork. A recent article in the MIT Sloan Management Review reports some of the main challenges of dispersed teams (Siebdrat, Hoegl, &

Ernst, 2009). The impact of culture on leadership for example has gained much attention from researchers during the last decades. E.g. Hofstede, the Global Leadership and Organizational Behavior Effectiveness Research Project (GLOBE) and the European Social Survey (ESS) have performed big-scale-studies using etic approaches to compare national cultures. The aim of this research is to show the importance of knowledge utilization for the success of dispersed innovation teams and to analyze the influences of culture on the process of knowledge utilization.

Matthias Weiß: 'Resource Constraints and Creativity in Innovation'

Innovation remains a top strategic focus for many companies. This fact is leading to constantly growing spending on innovation projects. However, many executives remain unsatisfied with the financial returns on their companies' investments in innovation. Hence, it appears crucial to increase both effectiveness and efficiency of organizational innovation processes.

In this regard, this research pays particular attention to the influence of resource availability on innovation processes. Concerning the role of resources in innovation, there are contradictory views in research literature. On the one hand, resource constraints are seen as having a fundamentally inhibiting effect on innovation. On the other hand, it is argued that necessity is the mother of invention and resource constraints are able to fuel innovative performance. As empirical studies in some extent provide evidence for both of these views, the question arises when necessity is the mother of invention. Contributing to this question, this study aims at identifying and examining a set of moderators of the relationship between resource constraints and innovation performance. Special regard is put on creativity aspects, in particular the application of creativity technique approaches.

Gisa Mönkemeyer: 'Human Cost of Innovation – Individual Resilience after Project Failure'

Commitment, motivation and enthusiasm of project members and leaders are key success factors of innovation projects. They are indispensable for being creative and to expose one's full potential. Yet, each innovation project carries a specific risk of failure. According to Gourville (2006), between 40% and 90% of all innovation projects are closed unsuccessfully. Even though this risk is known, an actual innovation failure can cause various negative effects. Many involved strongly identify themselves with the project and are in a state of loss after termination. Cynicism, demotivation and the inability to commit to new projects are just some of the negative outcomes. To preserve the commitment, the motivation and the enthusiasm of team members, coping with innovation failure becomes particularly important. The desired effect is resilience of individuals, which can be understood as the ability to bounce back after adversity, conflict or failure and to come back strengthened with even more vigour

than before. It is hereby important that the recovery does not end in numbing oneself to further rejections. The resilient individual needs to be motivated and possess the ability to commit to new projects in order to keep his innovative abilities. Consequently, the individual resilience and the factors influencing this resilience are investigated in a large-scale study. As a result, companies will be able to understand and support their employees better after an innovation failure.

4.3 Abgeschlossene Dissertationen

Katrin Marx: 'Innovation durch Teamkompetenz - Bedeutung und Wirkungen von Training und Teamentwicklung'

For the successful development and implementation of product and process innovations, teamwork is especially important. So, innovative products will mostly be developed and enforced by specifically formed project teams, which are considered as successful when its members are able to collaborate in an efficient and effective way. Therefore, the innovation team needs an array of specific competencies which have to be selected, supported and developed by human resource management practices.

Therefore, many companies have recognised the importance of human resource development and are thus increasing the share of their funds in the training of their human capital. But it remains unclear which competencies form the innovation competence of teams and which training and development techniques are suitable to support and develop this innovation competence.

So, the research project is based on the following questions:

- Which knowledge and abilities constitute the innovation competence of teams?
- Which training and development methods are suitable to improve the innovation competence of teams and thus can enhance the project success?
- Which organizational context factors influence the effectiveness of training and development in terms of the innovation competence and project success of innovation teams?

Hence, the main objective of this research project is to test the economical team-level outcome of training and development methods and strategies in the context of innovation projects. Therefore, a model of team innovation competence will be developed, based on current research results.

The aim is not to identify individual learning or learning transfer, but rather the innovation team's benefit from training investments in terms of its innovation competence and its productivity.

**Frank Siebdrat: 'Virtual Teams - Understanding their Dynamics and Leveraging their Performance
An Empirical Study of Software Development Teams'**

Research questions:

Distance in work teams has become a cornerstone of today's business world as well as a fundamental research area. It has also become a prevalent team design factor that enables managers to combine the knowledge and skills of far-flung employees together in one team and, thus, to leverage their performance. However, it is not yet clear whether and how distance affects intra-team dynamics and performance. This dissertation addresses this fundamental research gap and explores the consequences of distance in teams and how virtual teams can overcome the burdens of virtual collaboration. More precisely, there are three burning issues addressed with regard to dispersed team dynamics: the perception of distance versus proximity, virtual teamwork processes, and the impact of the team context. In practice, it has been shown that the inadequate management of these issues plays a crucial role when virtual teams fall behind managers' expectations. However, practitioners to date have only limited knowledge how to handle these factors of virtual team performance effectively, due to the severe research gaps associated with these issues. Accordingly, this study's approach to explaining virtual team performance is built on these three focused elements of virtual collaboration.

Methods:

Adopting this research focus, the empirical part of this work is structured into four research papers that empirically investigate whether and how perceived distance, team processes, and the team context may become critical for virtual team performance and the extent to which practitioners can build on these three success factors to optimize distributed work. The empirical analyses to these questions are based on a sample consisting of 161 software development teams with varying degrees of geographic dispersion.

Results:

The results presented in this dissertation clearly show that team processes, the perception of distance, and the team context matter for virtual team effectiveness. The research results of this study revealed team processes to be the key drivers of virtual team performance. In fact, virtual teams with high-level collaborative team processes are able to outperform their co-located counterparts, even those with the same quality of team processes. Teams with poor team processes, in contrast, suffer heavily from dispersion and underperform co-located teams with the same (low) levels of these processes. Thus, the effect of dispersion is not necessarily detrimental to team performance but rather depends on the quality of task-related team processes.

The analyses further show that it seems not (only) to be the actual degree of geographic dispersion that affects virtual team dynamics but rather the perceived level of distance between the members of a team.

By exploring its antecedents, distance perceptions turned out to be mental states that emanate from complex and more socially-based constructions of the reality and are significantly affected by team members' national heterogeneity. This finding illustrates the need to include the social aspects of dispersion in future research on dispersed team functioning. For executives, this finding offers new opportunities how to reap the benefits of virtual collaboration without efforts of bringing team members together face-to-face.

A third antecedent of virtual team dynamics turned out to be the organizational context. The organizational context has been shown to affect virtual team performance more indirectly by changing the conditions in which team members collaborate. In this dissertation, two paths have been identified of how the organizational context impacts virtual team functioning. First, organizational context variables such as the degree of formalization facilitate the perception of proximity even for team members being geographically strongly dispersed. Second, the organizational context can facilitate virtual team performance by creating an environment for superior dispersed collaboration quality. These context-related findings show that the larger organizational environment can help distributed teams to cope with the liabilities of distance more effectively. In particular, there are distinct and manageable attributes of the organizational context that can be addressed to help team members developing perceptions of interpersonal closeness as well as to perform high-level dispersed teamwork.

The results of this dissertation offer both considerable contributions to the extant literature on virtual team dynamics and guidance for the formulation of best-practices in virtual team management. In the end, all presented theoretical models and corresponding research results help to learn more about virtual teams – especially about their dynamics and the antecedents of their performance.

Sponsorship:

This research was conducted in collaboration with (and partly funded through):

BG-Phoenixics GmbH



DATEV eG



IBM Deutschland GmbH



SAP AG



T-Systems GmbH



Further support for this project was received from the WHU Research Fund.

4.4 EU-Projekt 'Cultural and Innovation Dynamics: Explaining the Uneven Evolution of Human Knowledge'

The widening boundaries of the EU pose a tremendous opportunity to foster innovation, learning and ultimately wealth creation through diversity. Yet, processes of cultural interaction are poorly understood and are known to be difficult to manage. The aim of this research project is to provide a fundamental step forward in the understanding and practice of cross-cultural interaction. Innovation is the fundamental engine of growth, employment and better quality of life. Yet, whether we look at it from the point of view of income distribution, welfare effects, quality of life, scientific advances, or sheer profitability, we observe that such advantages are unevenly distributed. Why is that? How can we make sense of such sharp differences in our abilities to solve problems, to innovate, or to adopt new technologies?

The overall project consists of nine subprojects executed by seven European Universities. Our Chair focuses on 'Shared leadership in culturally diverse innovation teams' which will be described in detail.

Bocconi University	<p>The role and measurement of human beliefs and expectations for cultural change and innovation diffusion</p> <p>Identity and the evolution of organizational culture in multinational companies</p> <p>Changes in knowledge and culture generating organizations: technology transfer and entrepreneurship in the European university system</p>
Institute for applied biotechnic and systems analysis	Integration: modelling of evolutionary processes of culture at different levels of analysis
WHU - Otto Beisheim School of Management, Vallendar, Chair of Leadership and Human Resource Management	Shared leadership in culturally diverse innovation teams
University of St. Gallen, Institute for Technology Management	Joint knowledge creation in inter-organizational cross-cultural innovation networks
Open University, Dept. of Development Policy and Practice	The uneven development and distribution of vaccines across cultures: the case of AIDS

Eindhoven Technical University, Eindhoven Center for Innovation Studies (ECIS)	Inventions, their social effects and modifications of inventions' functions made by society
University of Economics, Prague, Department of Managerial Psychology and Sociology	Innovative culture: The characteristics of national and organizational cultures supporting innovations in firms

Shared leadership in culturally diverse innovation teams

Background and motivation

The European Union offers a rich and diverse cultural make-up along with high standards of education, offering strong potential for innovation. Yet, overcoming the challenges of cultural diversity has often enough proved to be critical. The work package 'Shared Leadership in culturally diverse innovation teams' aims to contribute to the examination of culture and innovation dynamics focusing on a level of analysis at which innovation endeavours are commonly organized and where innovative behaviours can thus directly be observed, namely on the project team level. Thinking of cross-cultural innovation teams, two dominating questions arise: Why do we need international cooperation knowing about the problems of intercultural communication? And how can we achieve successful innovation in this setting?

Traditional hands-on leadership by a formal project team leader has pronounced limitations in the context of cross-cultural innovation teams. Physical dispersion makes it difficult to directly approach team members and control work processes, while cultural diversity puts a further strain on team integration and cohesion, making it difficult to gain team members' commitments on operational deliverables and at the same time utilizing the teams' creative potential.

We argue that leadership in this context should rather be thought of as team shared leadership as a simultaneous and ongoing mutual influence process relying on a dynamic exchange of lateral influence among peers and vertical leadership (by the project leader). As such, we consider shared leadership (in some shape or form) as the natural response to the peculiar circumstances of cross-cultural innovation teams (i.e., dispersion and diversity). Although prior theorizing has provided an initial conceptualization of shared leadership, a detailed elaboration and operationalization is still missing, particularly with regard to the cross-cultural context. At least as important, however, is the question of what drives effective and efficient shared leadership processes in culturally diverse innovation teams. This draws our attention to variables at the national/cultural level.

Objectives

The aim of this research therefore is to (1) specify and empirically validate the

concept of shared leadership in cross-cultural innovation teams and to (2) conceptualize and test country-level determinants of shared leadership in culturally diverse innovation teams. In doing so, we conceptually and empirically investigate how elements of the societal context (both cultural and institutional) affect how shared leadership processes are enacted by teams and individuals; and, how this in turn influences the innovative performance of such team projects. The theoretical framework and the empirical evidence from this research will serve as basis for the deduction of policy implications for reaping the benefits of cross-cultural innovation.

4.5 WHU-Forschungskolloquium

Der Lehrstuhl für Führung und Personalmanagement organisierte im abgelaufenen akademischen Jahr zwei Forschungskolloquien, für die folgende Referenten gewonnen werden konnten:



Prof. Dr. K. Praveen Parboteeah von der University of Wisconsin, Whitewater, referierte zum Thema "Cross-Level Modeling in Empirical Management Research".

Prof. J. Keith Murnighan von der Kellogg School of Management, Evanston, Illinois, trug zum Thema "The Development of Trust: Genesis, Reciprocity, and Repair" vor.



4.6 Gastprofessuren und Gastvorträge

Im Rahmen seines Forschungssemesters im Frühjahrsemester 2009 war Prof. Högl auf Einladung von Prof. Paul Hirsch von der Kellogg School of Management, Northwestern University, Evanston, IL, als Gastprofessor an der Kellogg School of Management, Department of Management and Organization, tätig.

Darüber hinaus hielt Prof. Dr. Martin Högl im Berichtszeitraum folgende Gastvorträge:

- **Kellogg School of Management, Northwestern University**, Evanston, IL, USA, Feb. 2009
Forschungsseminar zum Thema 'Resource-Constrained Innovation', Department of Management and Organization.
- **National Sun Yat-Sen University**, Kaohsiung, Taiwan, Dec. 2008
Doktorandenseminar zum Thema 'Organizational Behavior', College of Management.

5 Leistungen für die Hochschule und das wissenschaftliche Umfeld

5.1 Akademische Selbstverwaltung

Prof. Dr. Martin Högl ist Mitglied folgender Gremien der WHU:

- reguläres Mitglied im Senat und im Professorium
- stellvertretender Vorsitzender des Promotionsausschusses (regelmäßiger Vorsitz bei Disputationen)
- Vorsitzender des WHU Research Committee
- Mitglied in der Berufungskommission 'Quantitatives Marketing'
- Mitglied in der Berufungskommission 'Juniorprofessur für Controlling und Unternehmenssteuerung'
- Mitglied in der Berufungskommission 'Finance'
- Mitglied in der Berufungskommission 'Logistikmanagement'
- Mitglied des MBA-Prüfungsausschusses
- Mitglied in der Taskforce EQUIS
- Projektleiter im McKinsey Strategieprojekt, Subprojekte 'Research' und 'Faculty'
- Vertrauensdozent der WHU in der DFG (Deutsche Forschungsgemeinschaft).

Frau Dr. Miriam Müthel gehört folgenden Gremien an:

- WHU Research Committee
- Promotionsausschuss

Frau Sarah Gehrlein hat folgendes Amt übernommen:

- Assistentenvertreterin in der Berufungskommission 'Quantitatives Marketing'.

5.2 WHU-Forschungsbericht (Research Report)

Im Berichtszeitraum wurde der erste WHU Research Report unter Leitung von Prof. Högl (in seiner Funktion als Vorsitzender des WHU Research Committee) erstellt. Dieser im Dezember 2008 veröffentlichte Bericht bietet einen Überblick über die umfangreichen Forschungsaktivitäten der Hochschule. Auf gut 100 Seiten finden sich Informationen zu den Arbeitsschwerpunkten der

Lehrstühle, Groups und Zentren, Literaturangaben zu aktuellen Publikationen sowie Kurzbiografien der Professoren und Juniorprofessoren/Habilitanden. Mit dem Research Report stellt die WHU ihre vielfältigen Projekte vor und möchte zugleich den wirtschaftswissenschaftlichen Diskurs fördern.



5.3 Kontakte zu anderen Hochschulen

Im Rahmen diverser Kooperationen hielt der Lehrstuhl Kontakte zu den nachstehend genannten Universitäten und Personen:

- **Kellogg School of Management, Northwestern University, Evanston, IL, USA**
Prof. James Conley, Prof. Paul Hirsch, Prof. Keith Murnighan, Prof. Adam Galinsky
- **University of Wisconsin, Whitewater, WI, USA**
Prof. K. Praveen Parboteeah
- **Washington State University, Pullman, WA, USA**
Prof. John B. Cullen
- **Loyola University of Chicago, Chicago, IL, USA**
Dr. Jan Brinckmann

- **College of Business, Mississippi State University**, Mississippi State, MS, USA
Prof. Franz W. Kellermanns
- **Jesse H. Jones Graduate School of Management, Rice University**, Houston, TX, USA
Prof. Jing Zhou
- **Leonard N. Stern School of Business, New York University**, New York, NY, USA
Prof. Yakov Amihud
- **Kelley School of Business, Indiana University**, Bloomington, IN, USA
Prof. Munirpallam Venkataramanan
- **Schulich School of Business, York University**, Toronto, Canada
Prof. Matthias Kipping
- **School of Management, Queensland University of Technology**, Brisbane, Australia
Prof. Lisa Bradley
- **City University of Hong Kong**, Kowloon, Hong Kong
Prof. Kwok Leung
- **School of Economics and Management, Tongji University**, Shanghai, China
Prof. Huo Jia-Zhen, Prof. Yao Ming
- **Universität St. Gallen**, Schweiz und **ETH Zürich**, Schweiz
Dr. Anja Schulze
- **Ecole Polytechnique Fédérale de Lausanne**, Schweiz
Prof. Marc Gruber
- **Bocconi University**, Mailand, Italien
Prof. Massimo Magni, Prof. Stefano Brusoni, Prof. Michael Gibbert
- **University of Oxford**, Oxford, Vereinigtes Königreich
Dr. Gerd Islei
- **Helsinki School of Economics**, Helsinki, Finnland
Prof. Liisa Välikangas
- **Technische Universität Berlin**, Berlin, Deutschland
Prof. Dr. Hans Georg Gemünden.

5.4 Gutachtertätigkeiten

Der Lehrstuhlinhaber Prof. Dr. Martin Högl ist Gutachter für verschiedene international und national führende Zeitschriften:

- Academy of Management Journal
- Academy of Management Perspectives

- Creativity and Innovation Management
- Decision Sciences
- European Management Journal
- European Management Review
- Group Dynamics
- Group Processes and Intergroup Relations
- Human Resource Management
- Industrial and Corporate Change
- Industrial Marketing Management
- International Journals of Human Resource Development and Management
- International Journal of Innovation Management
- International Journal of Management Reviews
- Journal für Betriebswirtschaft
- Journal of Engineering and Technology Management
- Journal of International Business Studies
- Journal of Management Studies
- Journal of Product Innovation Management
- Journal of World Business
- Management International Review
- Organization Science
- R&D Management
- Research Policy
- Zeitschrift für Betriebswirtschaft (ZfB)
- Zeitschrift Führung und Organisation (zfo)

Darüber hinaus ist Prof. Högl gutachterlich für die Deutsche Forschungsgemeinschaft (DFG) tätig.

Frau Dr. Miriam Müthel ist als Gutachterin für folgende Zeitschriften tätig:

- Journal of Purchasing and Supply Chain Management
- Management Organizational Review
- Zeitschrift für Betriebswirtschaft

Herr Matthias Weiß ist Gutachter für folgende Zeitschrift:

- Journal of Product Innovation Management

Für viele dieser Zeitschriften wurden auch im Berichtszeitraum Beiträge begutachtet.

5.5 Mitgliedschaften in wissenschaftlichen und akademischen Organisationen

Der Lehrstuhlinhaber Prof. Dr. Martin Högl ist Mitglied in folgenden wissenschaftlichen und akademischen Organisationen:

- Editorial Board, Journal of Engineering and Technology Management
- Academy of Management; Technology and Innovation Management Division, Organizational Behavior Division
- Western Academy of Management
- INFORMS (Institute for Operations Research and the Management Sciences)
- Verband der Hochschullehrer für Betriebswirtschaft e.V. (VHB); Mitglied in den wissenschaftlichen Kommissionen 'Organisation', 'Technologie und Innovationsmanagement' und 'Personal'.

5.6 Auszeichnungen

Im August 2009 wurde das Paper 'Perceived Trustworthiness in Innovation Teams and the Moderating Effects of Virtuality' von Dr. Miriam Müthel, Dr. Frank Siebdrat und Prof. Dr. Martin Högl als Finalist für den Best Paper Award der Academy of Management, Technology and Innovation Management Division, ausgezeichnet.



5.7 Pressepräsenz

Der Lehrstuhl und insbesondere Prof. Högl waren im Berichtszeitraum in vielfältiger Weise in der Presse präsent. Nachfolgend ein kurzer Überblick:

Im Handelsblatt-Betriebswirte Ranking wurde der Forschungsbeitrag von Prof. Högl durch Platz 4 im Ranking der aktuellen Forschungsleistung gewürdigt. Mit Platz 2 konnte in der Rangliste der Forscher unter 40 Jahren eine noch bessere Platzierung erreicht werden. Darüber hinaus war Prof. Högl im 'Lebenswerk-Ranking' auf Platz 32 zu finden.



Für den Artikel 'Nichts als Seifenblasen', der sich mit der Aussagekraft von Ratgeberbüchern für das Management beschäftigt, wurde Prof. Högl von Frau Anja Müller vom Handelsblatt Düsseldorf interviewt.



In der Printausgabe 9-2009 der Zeitschrift PERSONAL erschien ein Profil des Lehrstuhls Führung und Personalmanagement (Prof. Högl) der WHU. In dieser Reihe porträtiert die Zeitschrift Lehrstühle aus dem Bereich des Personalmanagements, die durch herausragende Leistungen aufgefallen sind.