

Research Institute for  
International Management



University of St.Gallen



# Annual Report 2014

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Preface by Prof. Winfried Ruigrok

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# Preface

## Dear Reader

We are happy to present you with the annual report for the year 2014 of the Research Institute for International Management (FIM-HSG).

In the year 2013, six Competence Centers were founded at FIM-HSG. In 2014, each of them took up its activities using different approaches and sources of funding. Every Competence Centre presents its activities in this report. As will become evident from this report, Asia is gaining prominence our Institute's activities.

In 2014, several FIM colleagues were nominated for best reviewer (Dr. Dimitrios Georgakakis) and best paper awards (Dr. Dimitrios Georgakakis, Dr. Peder Greve and Prof. Winfried Ruigrok). A paper published in *Multinational Business Review* in 2013 by Prof. Dr. Winfried Ruigrok, Dr. Dimitrios Georgakakis and Dr. Peder Greve was recognized as a "Highly Commended Paper".

There were a number of important staff changes in 2014. Dr. Gudrun Sander was elected as "Titularprofessorin", or Associate Professor, recognizing her long-standing and loyal contribution to the HSG community. We were sad to see Dr. Peder Greve leave FIM for Henley Business School after some ten years of faithful service and friendship. Fortunately, cooperation with him will continue on several papers and projects.

In 2014, FIM acquired several sources of funding. A case in point is a three-year project funded by the Swiss National Science Foundation in the context of its SCOPES.

Thank you for your interest in FIM and for your support in the future!

A handwritten signature in black ink that reads "W. M. Ruigrok" with a horizontal line underneath.

Prof. Dr. Winfried Ruigrok  
Director FIM-HSG

# India Competence Center (ICC)

**The India Competence Center at the University of St.Gallen advances the understanding of doing business in India and with Indian companies in a global context.**

## Creating an IN-DEPTH Understanding of India

The India Competence Center is conducting research and executive education in alignment with the ASIA CONNECT Center-HSG when it comes to business model development and industry, process/cultural and cluster intelligence.

In addition, the India Competence Center has developed a unique research focus on the development of innovative infrastructure solutions in rural India with a special emphasis on clean drinking water, affordable healthcare and commercial mobility for small-scale producers.

The India Competence Center also engages in teaching and the supervision of bachelor and master theses in the context of India.



Prof. Dr. Roger Moser  
Director India Competence Center

«A study among Indian executives across sectors confirms that there exist different ideal networking strategies and activities during internationalization projects in markets with highly different levels of uncertainty and ambiguity regarding market and competitor dynamics as well as government stability»



## Highlights 2014

The India Competence Center has formally welcomed for the first time a large-scale delegation of Indian senior executives from large PSUs (Public Sector Undertakings) and supported them during 2 weeks on a study tour from Paris to Stuttgart, Nürnberg, Munich, and finally St.Gallen where they participated in a customized executive education program and different company visits within the St.GallenBodensee-Area (SGBA). The project was coordinated under the leadership of the Indian Institute of Management Calcutta. The project is likely to be offered in 2015 again.

## Activities and Projects 2014

The India Competence Center has offered two “doing business in India” courses at the BSc level. The spring course on “classic” doing business in India challenges including market entry and business (model) development is jointly organized with Prof. Shainesh G from IIM Bangalore. The autumn course focuses on the development of innovative infrastructure solutions for the provision of clean drinking water. As in 2013, Trunz Watersystems AG from Steinach supported the course and its CEO Lars Willi joined us for the last day of the program to evaluate the developed solutions.

Moreover, Dr. Moser jointly with Devinder Singh from PwC Switzerland offered a one-day program on “negotiation tactics in the Indian-European context” for the Global Negotiator Program at HSG.

Dr. Moser has also supervised several Bachelor and Master theses focusing on different aspects of doing business in India.

In particular, the India Competence Center and the Swiss Business Hub India under the leadership of Michael Enderle jointly supported a master thesis that evaluated good practices of Swiss SMEs in India with respect to partner and leadership team management.

From a research perspective, Dr. Moser and his associated PhDs at IIM Udaipur and IIM Koshikhode have completed several empirical surveys including topics such as the preferences of Indian low-income groups towards ownership- or access-based water

filters, the ideal networking strategies and activities for Indian executives during internationalization projects in developed and developing countries as well as the influence of institutional pressure through OEMs on the relationship building behavior of Tier-2 automotive suppliers in India.

Finally, the India Competence Center has supported the customers of the ASIA CONNECT Center-HSG along the market development process challenges in India and jointly with IIM Bangalore supports UK Trade & Investment in their efforts to motivate UK aerospace companies leveraging new market opportunities in India.

Similar, the India Competence Center has been mandated by the Swiss Exchange (SIX Group) to evaluate the implications of the Sahoo report on the future IPO selection behavior of Indian non-listed companies. For this purpose, the India Competence Center has developed a Delphi study among the biggest Chartered Accountants, leading Private Equity companies as well as investment banks and conducted over 40 interviews with CEOs and/or CFOs of Indian companies across numerous sectors.

## Outlook on 2015

In 2015, the India Competence Center is continuing its activities in the teaching and executive education areas as well as its research on innovative infrastructure solutions. The India Competence Center will also further service as knowledge hub for companies working with the ASIA CONNECT Center-HSG on concrete business development projects in India.



# China Competence Center (CCC)

**The China Competence Center at the University of St.Gallen advances the understanding of China and its dynamics to the HSG community**

## Mission

The China Competence Center at the University of St.Gallen, having been founded in 2013 and led by its Executive Director, Mr. Josef Mondl and supported by its Academic Director, Tomas Casas, advances its mission of China research and teaching, as well as China oriented services. Specific CCC initiatives include developing China-oriented Executive Education, tailor-made projects in collaboration with China's leading universities, institutions and companies and contributing to international China research collaboration projects.



Mr. Josef Mondl  
Director CCC



Prof. Dr. Tomas Casas  
Director CCC

«CCC offers a range of services to provide a gateway for Swiss/European companies internationalizing in China, as well as for Chinese firms expanding into Switzerland and Europe. In this regard, the CCC works closely with FIM's Asia Connect Center (ACC) in a variety of areas such as advising Chinese investment projects in Switzerland. These initiatives are coordinated and run under the auspices of the St. Gallen Bodensee Area (SGBA). »



### **Highlights 2014**

On the **teaching** front the CCC academic director has designed a new course, "China's Political Economy: Growth, Opportunity and Sustainability" that will be delivered for the first time in Spring of 2015. The course is based on the premise that behind China's ascendancy exists a **unique political economy**, often confusing for those accustomed to Western business systems. China develops economically at astonishing rates and it remains a communist country with a significant legacy of a state planned economy. At the same time it is an extraordinarily vibrant market economy and the levels of competition found in many industries exceed those found in the West. Understanding this mixture - capitalism with Chinese characteristics - is the major aim of this course.

### **Activities and Projects 2014**

The students at the course will understand various layers starting with the CCP and the state's administrative structures, as well as its various elites and leading business groups and monopolies, to the newly found roles of entrepreneurs and even delve into Chinese history and philosophy. Plenty of actionable ideas will emerge that will complement and reinforce ideas acquired in other HSG courses such as those themed Doing Business in China. CCC courses aim to organize the complexity that drives the Chinese state, its business elites and the supporting institutions along with the Chinese people in the now triumphal march to prosperity and (post-?) modernity. The ideas gained are embedded in models and frameworks anchored in thick narratives, rich data and academic research. The models and frameworks are designed to be portable, and meant to be deployed along the student's future careers.

In terms of **research**, CCC is engaged in various research streams. One is the emerging process of internationalization of Chinese firms including FDI, both the state-owned and the private varieties. The performance variable is of extreme interest.

Another direction is examining Chinese Top Management Teams, their modus operandi and organizational characteristics such as teamness or hierarchies.

### **Outlook on 2015**

One of the 2015 China Competence Center focus areas will be research. In this regard, CCC is leading the European Institute for Advanced Studies in Management (EIASM) 5<sup>th</sup> Workshop on Asian Entrepreneurship and Management which will take place in China for the first time. The idea is to promote high-quality academic work that contributes to the development of knowledge in the fields of management and entrepreneurship in Asia, with a focus on innovation and adaptation in Asian business management and entrepreneurship. Perspectives originating from all disciplinary areas are welcome; from Finance and Accounting to OB and HR Management.

In consistency with the research mandate of CCC the following themes will be discussed:

- Documenting Asian Management and Entrepreneurship, where empirical research documents the nature of Asian Management and Entrepreneurial practice, including organizational issues, stakeholder relationships, governance, ethics.
- Essentialist Asian Management Theories to explore the appropriateness of general (Western) theory versus theories specifically grounded in distinctly Asian sociologies, philosophies and religions for explaining management and entrepreneurship in Asia.
- “Lessons for the Other” were observations and theorizing grounded in Asian management and entrepreneurship theory and practice is able to suggest policy and practice guidelines for European practice including, but not limited to, European business engagement with Asia.

In summary, for 2015 CCC aims to further contribute to the HSG community in the areas of research, teaching and China oriented services that benefit society at large.

# Competence Center for Top Teams (CCTT)

The Competence Center for Top Teams at the University of St.Gallen aims to support managers in creating high performance teams.

## Competence Center for Top Teams Develops St.Gallen Top Team Model

In its first full year, this joint initiative of research and practice has seen the co-creation of a conceptual model, which is now ready to be tested at selected firms.



Prof. Dr. Tomas Casas I Klett  
Director CCTT



Mrs. Stephanie Schoss  
Director CCTT

«A lively roundtable session where a variety of ideas and insights on teams were contrasted, discussed and, yes, “experienced.” While informed by academic insights, it is the contributions ranging from domains as diverse as the military, VCs, top executives at global MNCs, entrepreneurs or politicians, that differentiate the St.Gallen Top Team Model.»





## Highlights 2014

The Competence Center for Top Teams has held a series of roundtable and workshops. Each one was memorable; a part of the press release following the January 28th “St.Gallen Top Team Roundtable: Co-Development Kick-Off” illustrates this point;

“Mr. Moritz Leuenberger, former Bundespräsident and Bundesrat (and iconic Swiss politician) and Hauptmann Martin Vetter fighter pilot and member of the PC7 Team (Kunstflugstaffel der Schweizer Luftwaffe) represent teams originating along opposite criteria of the team formation spectrum. The military team is voluntary formed; the teams of politicians running Switzerland are compulsory as members from different parties are forced to work together in the cabinet team. Mr. Leuenberger had no say on who his fellow cabinet team members would be. The choice to become a PC7 pilot is entirely voluntary as is the choice to accept the new member by the existing team. It became obvious to the roundtable that even if teams are seldom formed along the extremes exemplified by PC7 and Bundesrat teams, the spectrum ranging from purely voluntary to no-choice, compulsory membership is an apt range into which all teams fit. In the corporate world teams might be formed for a specific mission, or already existing teams might be thrown a high-stakes challenge.”

## Activities and Projects 2014

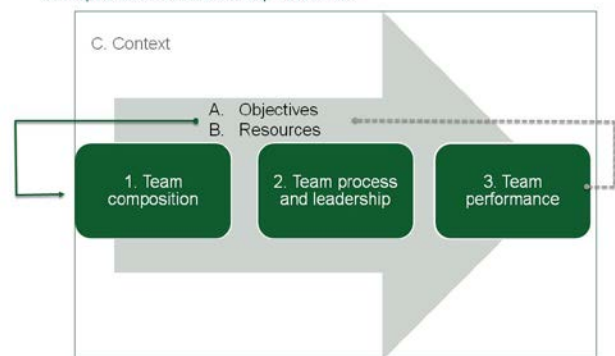
Throughout 2014 and under the stewardship of its two directors Mrs. Stephanie Schoss and Prof. Dr. Tomas Casas, Competence Center for Top Teams made steady progress developing the St.Gallen Top Team (SGTT) model. A series of events on the topic of top teams, as well as research initiatives lead to a basic concept and derived constructs. Having been partially used in teaching already last year (e.g., at SIM’s International Entrepreneurship course), the initial modules for practice are to be beta tested at selected firms this year.

The SGTT model covers (1) team formation, (2) team processes and, of critical relevance to firms, (3) team performance. At the same time the model takes into account (a) context, (b) team objectives, and (c) resources. To increase the performance of teams, whether that of a top management team or that of an ad hoc team tasked with developing, let’s say, a new market or product, the SGTT engagement focuses on team formation and processes, proposing a series of tools and interventions aimed at realizing the team’s most ambitious objectives.

The SGTT model, which will also be delivered by third parties such as consultancies and coaches, is distinct by virtue of its academic logic, its performance orientation and the creative and exciting tools it offers for practice. SGTT teams will be characterized a unique team spirit and team consciousness.

### L1 Core SGTT Model: Basic Components

Conceptualization of St.Gallen Top Team Model



## Outlook on 2015

In 2015, the Competence Center for Top Teams will continue to develop its activities around three areas: Research on top teams, including the supervision of HSG student theses; teaching of top team methods and development of related course materials; introduction of SGTT at firms in the context of co-development and with the aim to increase team performance.

# Competence Center for Global Account Management (CGAM)

**CGAM's mission is to shape the future of global customer-supplier collaboration education, re-search and practice. It is built on three pillars: Research, Education and Partnering.**

CGAM coordinates extensive research on the understanding of current and future challenges in global business-to-business collaboration and helps companies around the world to gain competitive advantage from its cutting-edge research and teaching.

What distinguishes CGAM is that we solve real problems, not abstract or theoretical ones. As a result of CGAM research projects, companies across industries have generated significant additional business and/or cost savings - and have transformed the way they do business.

Our corporate outreach program brings together professionals from global companies to solve their most critical challenges in an innovative and invigorating arena.



Dr. Christoph Senn  
Director Competence Center for  
Global Account Management

«Top management customer interaction roles vary greatly, but only 'Growth Champions' create the favorable conditions for success.»

## CGAM Corporate Partners



## CGAM Research Partners



## Highlights 2014

In the past 12 months, CGAM conducted a broad range of research and education events. The fully booked spring roundtable in April featured a guest lecture by David Cummins on Shell Oil's supplier management approach and sparked interesting discussions among participants.

In June, we could welcome IBM Global Business Services Partner Arnd Niehausmeier, who gave insights on IBM's GAM approach during our Annual Partner Meeting. During this meeting, CGAM partner companies also shared their experiences with our Master Courses student projects and discussed future research priorities.

In September, we were privileged to host the 2014 Le Mans Winner Team Audi Sport, where Head Engineer Leena Gade together with Racing Driver Marcel Fässler gave insights into a sport, which pushes man and machine to the limits.



The fall roundtable in October (which was also booked out) focused on the experiences of small and mid-size enterprises with global customers and allowed participants to share and test ideas for dealing with global customers in stimulating peer discussions.

## Activities and Projects 2014

2014 marked the completion of two research projects on the following subjects:

- The Role of Trust in Strategic Customer-Supplier Relationships
- Top Management Customer-Interaction Roles and Effects on Customer-Centricity

During the annual Global Account Manager Certification Program (GCP), we coached a broad range of Value Creation Projects,

which are a key element of this unique education program.

Special congratulations go to GCP graduate Chris Klug and the whole Microsoft's Global Account Team, who won the 2014 Supplier of



the Year Award from Cisco.

As part of our Corporate Partner Program, we also conducted the following projects with CGAM partner companies:

### Spring Semester:

- Henkel: Taking Relationships with Global Retailers to the Next Level
- Prionics: Creating New Value with Global Customers in the Animal Health Industry

### Fall Semester:

- Interface: Defining the Optimal Coverage Model for Global Customers in the Flooring Systems Industry
- Schaerer: New Ideas for Value Creation with Global Customers in the Coffee Systems Industry

In May, we also facilitated the Annual Global Sales Meeting of Motorola Solutions / Zebra Technologies in Chicago, where more than 80 global sales leaders met to discuss status quo and future state of global customer relationships with the company's top management.

## Outlook on 2015

In the coming 12 months, we are aiming at further strengthening our corporate member base and help global companies to solve their most critical challenges in global customer-supplier collaboration.

We will also continue the delivery of our global Educational Programs and launch new services in line with St.Gallen's motto "From insight to impact."



## Highlights 2014

The CCDI worked with three partner companies, assisting them to deal with the various aspects and challenges of team diversity and inclusion. Company specific findings were presented and discussed at top tier board and management meetings of the partner companies.

In July 2014, the CCDI in agreement with a large company in Switzerland started a 5-year joint cooperation. The primary purpose of the project is to transform the company into a market leader in attracting, selecting and retaining diverse talent and foster inclusive leadership. A second purpose is to promote and position the CCDI as a strong partner for companies in Switzerland and abroad.

A special event was organized by a group of students together with a not for profit company which supports blind or visually impaired people and integrates them into schools and companies. Besides an interactive sensitization on challenges for blind people and face to face exchange of experiences of both groups (HSG students and blind pupils and employees), Prof. Dr. Gudrun Sander and Dr. Regula Dietsche gave a lecture on Diversity and Inclusion in this mixed setting.

## Activities and Projects 2014

The CCDI focused the analyses within the companies and its research on multiple forms of diversity and interdependencies between diversity attributes. It placed emphasis not only on diversity in surface-level features such as age, gender, nationality, and language, but also on diversity in experience-related characteristics such as functional expertise, education, and international experience. This broad definition of diversity allowed not only to examine the effects of diversity in single dimensions, but also to appreciate how multiple aspects of team

composition jointly determine team outcomes.

The CCDI projects helped partner companies to answer specific diversity related questions. One project had the aim to identify potential biases in performance evaluation and provide suggestions on how these biases can be reduced. E. g. questions related to the effect of supervisor-subordinate age difference, the impact of managerial hierarchy on gender bias, the effects of nationality and language difference on employee retention and performance to name just a few.

In another project the CCDI team developed a forecasting tool for a company to simulate the impact of different measures to increase the proportion of women in leadership positions.

The CCDI research team also monitored the latest developments in academic research on diversity in organizations and work teams, and transferred this knowledge to participating companies in the development and implementation of new diversity strategies and practices.

## Outlook on 2015

Dr. Regula Dietsche will support the HSG Rector's office on implementing a disability friendly study culture as part of the diversity strategy of the University. Further talks are underway with potential research and consulting partners that enable a future expansion of the CCDI. The research team is about to start working on a high quality academic paper about the relations between supervisor subordinate biases and gender differences. Aim is to reach a top-tier academic publication over the year 2015. Also a D&I conference and a special report are planned in the upcoming years.



# Corporate Governance Competence Center (CGCC)

**The Corporate Governance Competence Center (CGCC) conducts research on the emergence of executive and non-executive labor markets, and on shareholder structures, across Europe and North America. We aim at contributing to the national and international development of good corporate governance practices in listed and non-listed companies and state-owned enterprises.**

## Mission

Our aim is to build a network of people from business circles, academia and politics both nationally and internationally. We are convinced that an interdisciplinary and international approach helps to enhance the corporate governance in many companies and thus serves the broader economy. An effective corporate governance framework is founded as much on soft law, best practice, evaluation, education and improvement as on hard law.

We work closely together with other scholars and institutes from the School of Management and from the Law School of the University of St.Gallen as well as with the International Center for Corporate Governance of the Board Foundation, a private Not for Profit Organization. Prof. Dr. Winfried Ruigrok and Prof. Dr. Andreas Binder are both partners of the International Center for Corporate Governance.



Prof. Dr. Andreas Binder  
Director Corporate Governance  
Competence Center

« Performance benefits of outside CEO succession materialize when the outsider CEO (a) socio-demographically resembles incumbent executives, (b) has diverse international experience, and (c) is hired by a well-performing firm operating in a munificent industry.»»



## Highlights 2014

The year 2014 has been a productive year for the members of the Corporate Governance Competence Center (CGCC). One paper co-authored by Peder Greve and Winfried Ruigrok has been accepted for publication in *Journal of World Business* (impact factor >3.0), while a chapter co-authored by Dimitrios Georgakakis, Winfried Ruigrok and Peder Greve has been published in an edited volume published by Oxford University Press.

Six papers have been presented at leading academic conferences, such as at the annual meetings of the Academy of Management and the European Academy of Management. Some of these papers will be submitted to academic journals in 2015.

Researchers of the CGCC, in particular Dimitrios Georgakakis, received multiple nominations for best reviewer and best paper awards. A paper published in 2013 was awarded the "Highly Commended Paper" Award by the *Multinational Business Review* (see Awards section p. 25).

The methodological advances and research outcomes obtained in the CGCC plays a key role supporting activities in the Competence Center for Diversity and Inclusion and the Competence Center for Top Teams.

## Activities and Projects 2014

### *Cronyism and Nepotism in Managerial Elites in Eastern Europe: Antecedents and Consequences*

In March 2014, FIM and three partner institutions in Eastern Europe received a research grant of CHF 240'000 from the Swiss National Science Foundation's SCOPES program for a joint research project entitled "Cronyism and Nepotism in Managerial Elites in Eastern Europe: Antecedents and Consequences".

The project started on May 1, 2014 and will last three years. The central aim of the project is to investigate the antecedents of the two forms of favoritism in Eastern European managerial elites, and to provide

implications for the effects of nepotism and cronyism at the micro (individual), meso (organizational) and macro (societal) levels. FIM's project partners are the AGENDA Institute in Tirana (Albania), the Institute for Public Policy in Chisinau, (Moldova), and The Institute of Economic Sciences, Banja Luka, (Bosnia and Herzegovina).

The project partners will collect data in their respective countries and subsequently develop joint research output with FIM. The research team at FIM consists of Winfried Ruigrok, Dimitrios Georgakakis and partner researchers.

### *Commitments*

Andreas Binder serves as a member of the Expert Commission Restructuring in the Code of Obligations set up by the Swiss Federal Council. The task of the Expert Commission is to evaluate changes in the Code of Obligations which might help that more companies can survive if they get into economic difficulties. The Swiss Federal Council has incorporated the propositions of the Expert Commission in its draft of the revision of the Code of Obligations (law of the corporation) published on November 28, 2014.

Andreas Binder is a member of the European Council on Corporate Governance of The Conference Board. This Council meets three times a year and discusses current topics and challenges of corporate governance in listed companies.

## Outlook on 2015

In 2015 we will continue contributing to corporate governance education at the University of St.Gallen (bachelor and master courses) as well as at the Executive School of Management, Technology and Law (MBA, EMBA, WRM, Intensivstudium KMU etc.).

Furthermore we will continue to build on our corporate governance network. We aim at establishing an Advisory Board to the Corporate Governance Competence Center in 2015.

# ASIA CONNECT Center-HSG (ACC)

The **ASIA CONNECT Center-HSG** at the **University of St.Gallen** is a joint project with the **St.GallenBodenseeArea (SGBA)** to support local companies in their efforts to internationalize towards Asia and to position **SGBA** as investment location for companies from Asia.

## Being a true PARTNER for the St.GallenBodenseeArea

The **ASIA CONNECT Center-HSG (ACC-HSG)** assists companies from the **St.GallenBoden-seeArea** along their efforts to expand their markets in Asia. For this purpose, the **ACC-HSG** supports executives in developing alternative business models, provides industry and cluster intelligence and offers advice on how to operate based on its process and cultural intelligence studies.

Moreover, the **ACC-HSG** develops and maintains partnerships with leading business schools in Asia to use them as bridge heads for business development projects in Asia as well as facilitators to access local decision makers and position **SGBA** as attractive investment location.



Prof. Dr. Roger Moser  
Director ASIA CONNECT Center-HSG

«A comprehensive study among European and Chinese business professionals in the Mechanical Engineering sector has identified major misperceptions between Chinese and European managers when it comes to “how to sell” in China»





## Highlights 2014

The ASIA CONNECT Center-HSG has been able to consolidate its Inbound (promotion of SGBA in Asia) and Outbound (support of SGBA companies in Asia) and win the support of the governments of St.Gallen, Thurgau, Appenzell-Ausserrhoden as well as Appenzell-Innerrhoden for another four years. In addition, the ACC-HSG has received additional responsibilities to support the operations of the St.GallenBodenseeArea.

## Activities and Projects 2014

During the first 3 years of its existence the ASIA CONNECT Center-HSG has supported more than 45 companies in more than 100 coaching sessions and has conducted a dozen of smaller research projects for the benefit of companies from the St.GallenBodenseeArea. In particular, the ACC-HSG has collaborated with SMEs such as Belcolor AG, Trunz Watersystems AG or FITECH AG and has intensified its collaboration with different market expansion service providers located in the St.GallenBoden-seeArea including SME Ventus and Broger Management Services. With the latter the ACC-HSG has developed the first joint market study on the future of the super-premium food sector in Southeast Asia and the possible implications for companies from the St.GallenBodenseeArea.

As part of its activities on a national level, Dr. Moser has been speaking and/or moderating during different events including the Swiss-Asia Forum which is jointly organized by PriceWaterhousCoopers Switzerland the Joint Alumni Conference.

With respect to the promotion activities for the St.GallenBodenseeArea in Asia the ACC-HSG has been able to expand its network in Thailand and India and intensify the specific networking activities among companies in Asia.

Finally, the ACC-HSG has agreed on a formal collaboration with the ASIA Club at the University of St.Gallen in order to support their efforts of providing more insights about doing business in Asia to students at the University of St.Gallen. The collaboration also intends to match the intelligence requirements of executives of the St.GallenBodenseeArea with respect to Asia with the (bachelor/master thesis) research interests of the students.



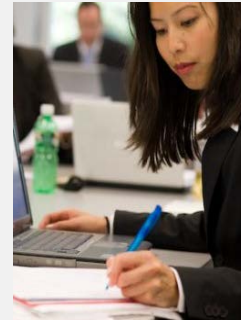
## Outlook on 2015

In 2015, the ASIA CONNECT Center-HSG will continue its activities and try to further support companies from the St.GallenBodenseeArea with specialized services and insights when it comes to business development in Asia. In this respect, it will focus on the establishment of more formal collaborations with other education institutions and business associations in the region. The ACC-HSG will also expand its promotion activities in China and India in collaboration with the China Competence Center and the India Competence Center respectively. In addition, the ACC-HSG plans to develop different collaborations with cluster organizations in the German-speaking area.

# Publications

In line with the University of St.Gallen's mission to raise its international presence in leading English-language academic journals, FIM aims to publish papers in international double-blind reviewed journals in the broad field of management and economics, or in highly visible textbooks or edited volumes. In addition, FIM seeks to contribute articles to quality newspapers and periodicals, as well as practitioner magazines based on current research.

In 2014 FIM faculty realized the following publications and papers.



## **FIM-HSG scholarly contribution**

### **Refereed journal articles**

Greve, P., Biemann, T. & Ruigrok, W. 2015 forthcoming. Foreign executive appointments: A multilevel examination. *Journal of World Business*, forthcoming.

Oswal, P., Ruigrok, W. & Agrawal, N. 2014. Acquiring Firm-Specific Advantages: Organizational Innovation and Internationalization at Indian Multinational Corporations. In: *International Finance Review* 15, pp. 3-33.

Georgakakis, D., & Ruigrok, W. 2014. New CEO origin and Firm Performance: A Multilevel Investigation. *Academy of Management. Academy of Management Best Paper Proceedings*, pp. 1508-1513.

Saxena, A., Moser, R. & Rogers, H. 2014. The impact of rent-based supplier management activities on purchasing performance. *International Journal of Integrated Supply Management* 8, Nr. 4, pp. 141-172.

Moser, R., Kuklinski, C. & Weidmann, M. The Impact of Institutions on the Resources of Foreign Companies: The Case of Third Party Logistics Service Providers in Russia. In: *Journal of East European Management Studies* 19 (2014), Nr. 3, pp. 305-326

Kuklinski, C., Moser, R. & Callarman, T. 2014. Managing Dynamic Business Environments: India's Future Automotive Industry. *Journal of Indian Business Research* 6 (2014), Nr. 4.

### **Contributions to edited volumes**

Nentwich, J., Sander, G. 2015 forthcoming. Integrating Gender and Diversity in Management Education: Finding the right balance between "integration" and "marginalization". The University of St.Gallen's Gender and Diversity Teaching Programme. In: Flynn, Patricia M. / Haynes, Kathryn / Kilgour, Maureen (2014): *Integrating Gender Equality into Business and Management Education*. Greenleaf Publishing.

Ruigrok, W., Georgakakis, D., & Greve, P. 2014. Transparency differences at the top of the organization: Market-pull versus strategic hoarding forces. In: *The Oxford Handbook of Economic and Institutional Transparency*, pp. 371-386. New York: Oxford University Press.

Atanasova, Y. & Senn, Ch. 2014. Global customer team design: Dimensions, determinants and performance outcomes. In: Woodburn, D. & Wilson, K., *Handbook of strategic account management: A comprehensive resource*. Chichester, West Sussex: Wiley, pp. 379-403

### **Non-refereed journal articles**

Ruigrok, W., Thoma, A. 2014. The Unrealised Gains of Executive Development. *The European*, Nr. Jan-Feb, pp. 50-51.

Binder, A., Gutzwiller, R. 2014. Das Privatgutachten – eine Urkunde gemäss Art. 177 ZPO, *Schweizerische Zeitschrift für Zivilprozess- und Zwangsvollstreckungsrecht (ZZZ)*, 2013/ pp 171-176.

Casas Klett, T. 2014. 'Uncertainty Over Risk' to Transform China's Growth: Theoretical Basis to Reassess Investment Spending in National Income Simulations. *China Studies Quarterly*, Nr. 4, pp. 140-162.

## Conference papers/presentations

Georgakakis, D., & Ruigrok, W. 2014. New CEO origin and Firm Performance: A Multilevel Investigation. In *Power of Words*, Academy of Management Meeting, Philadelphia.

Georgakakis, D., Greve, P., & Ruigrok, W. 2014. Better the devil you know: Executive Hiring Modes and the Emergence of Top Management Team Diversity. In *Power of Words*, Academy of Management Meeting, Philadelphia

Georgakakis, D., Ruigrok, W. 2014. Top Management Team Faultlines and Firm Performance: Moderating Effects of CEO Characteristics. In *Academy of Management Meeting, The Power of Words* (Philadelphia)

Georgakakis, D., Ruigrok, W. 2014. CEO Succession and Firm Performance. In: *Waves and Winds of Strategic Leadership for Sustainable Competitiveness* : EIASM, 2014. - 14 th Annual Conference of the European Academy of Management EURAM 2014. - Valencia,

Greve, P., Ruigrok, W. & Imbach, M. 2014. Upper echelons in Asia: A review and guide for contextualization of top management team research" presented at European Academy of Management, Valencia, June 2014.

Greve, P., Ruigrok, W. & Georgakakis, D. 2014. "Performance effects of opposing task requirements and team member experience in national football teams" presented at European Academy of Management, Valencia, June 2014.

Guttmann, G. 2014. Two Decades of Black, Mendenhall & Oddou's Framework of International Adjustment: A Meta-Analysis Study on Its Empirical Validity. Annual meeting of the Academy of International Business, Vancouver, Canada.

Moser, R. ; Narayanamurthy, G. 2014. Providing Access to Water in Remote Areas: The Case of Trunz Watersystems AG in India. 2014. - The Case Centre Anniversary Conference. - Bangalore, India, p. 1-28.

## Working papers

Ruigrok, W., Thoma, A. & Guttmann, G. 2014. The St.Gallen Executive Education Report 2014: Nurturing Executive Leaders. St.Gallen: Executive School of Management, Technology and Law, University of St.Gallen.

Narayanamurthy, G., Moser, R. 2014. Providing Access to Water in Remote Areas: Trunz Watersystems AG in India : Winner of THE CASE CENTRE ANNIVERSARY Conference 2014 (Track: General & Strategic Management). HSG Case Study Series : The Case Centre, 2014.

Tyagi, S., Singh, S., Moser, R. & Narayanamurthy, G. 2014. CROSSROADS Inc. (Part A): Entering the Indian Retail Market. HSG Case Study Series : The Case Centre, 2014.

Tyagi, S., Singh, S., Moser, R. & Narayanamurthy, G. 2014. CROSSROADS Inc. (Part B): In Need of a Strong Supply Chain in India. HSG Case Study Series : The Case Centre, 2014.

Moser, R., Narayanamurthy, G. & Callarman, T. 2014. The successful market entry of Belcolor Ltd Flooring into China. HSG Case Study Series : The Case Centre, 2014.

Casas Klett, T. 2014. Open for Business in Russia: Payments with Nikolay Zhmurenko's 2can. The University of St.Gallen Case Study Series. Cranfield University, UK : The Case Centre, 2014.

Casas Klett, T., Rosenzweig, P. 2014. Yang Mama's Thousand Enterprises Ltd and New Venture Management in China. Lausanne, Switzerland: IMD, 2014.

Casas Klett, T., Rosenzweig, P. 2014. Chinese Case version - Yang Mama's. Lausanne, Switzerland: IMD, 2014.

Casas Klett, T. 2014. Teaching Note: Open for Business in Russia. The University of St.Gallen Case Study Series. Cranfield University, UK: The Case Centre, 2014.

Georgakakis, D., Dauth, T., & Ruigrok, W., 2014. Climbing the ranks: Does international experience variety accelerate or delay career progress?

Georgakakis, D., Sander, G., & Ruigrok, W., 2014. The "Queen Bee Syndrome" and the Role of the context.

Dauth, T., Gaberle, F., Ruigrok, W., Georgakakis, D., Schmid, S., Altfeld, F., 2014. The impact of top management team diversity on employer attractiveness.

## Textbooks

Binder, A., Geiser, T. & Roberto, V. 2014. Einführung ins Privatrecht. Bachelor degree textbook, University of St.Gallen.

Müller-Chen, M., Binder, A. & Werlen, T. 2014. Introduction to Private Law. Bachelor degree textbook, University of St.Gallen.

Jent, N. & Dietsche, R. 2014. Inklusionskonzepte zur Innovationsförderung – Corporate Governance als Innovationsförderer – Wie Unternehmen in die Zukunft geführt werden. In: *Das Jahrbuch 2014/2015*, pp. 61-63.

Jent, N. 2014. Mein Unfall war just jene Chance, meine Kraft voll zu entfalten. In: Lude, P., Vischer, F. & Studer W. (Hrsg.): Warum das Leben weitergeht – Auch im Alter und mit Behinderung. Verlag Johannes Petri, Basel.

Sander, G. 2014. Karrierepausen ja – aber keine Pause bei der Gleichstellung. In: Oehler, Ilse (Hrsg.): Pause bitte – Und dann ein Neuanfang. Zürich / Chur: Somedia Buchverlag Edition Rüegger, pp. 145 – 153.

Sander, G. 2014. Die Barrieren sind meistens in den Köpfen. Interview in: Wiler, Jürg & Zemp, Claudio (Hrsg.): Der Teilzeitmann – Flexibel zwischen Beruf und Familie. Zytglogge-Verlag, Oberhofen am Thunersee, pp. 224 – 228.

Georgakakis, D. 2014. *Summa cum Laude Dissertation Award*, University of St Gallen. Antecedents and Consequences of Top Management Team Diversity: Expanding the Upper Echelons Research Stream.

Dietsche, R. 2015 forthcoming. Dissertation, University of St. Gallen. Optimierungsmassnahmen der Studienbedingungen an deutschsprachigen Schweizer Universitäten für Menschen mit Behinderung.

## **FIM-HSG contribution to the public**

### **Non-academic / popular publications**

Ruigrok, W. 2014. Universitäre Weiterbildung «Weiterbildung, Forschung und Lehre aus einer Hand». Neue Zürcher Zeitung, Nr. Sonderbeilage Weiterbildung und Karriere, p. 67.

Ruigrok, W. 2014. Über liability, Blog, Executive School, University of St.Gallen, September 8. <http://executive-school-blog.ch/?p=215>

Ruigrok, W. 2014. Executive Education in Emerging Markets. HSG Focus, no. 2.

Ruigrok, W. 2014. Most companies are neither footloose nor a prisoner of their location. Blog, Executive School, University of St.Gallen, June 3. <http://executive-school-blog.ch/?p=201>

Jent., N. & Dietsche, R. 2014. Arbeit für Alle!. Swiss Handicap. Das Messemagazin. pp. 24-26.

Jent, N. & Schoss, J. 2014. Interview zum Thema «die Stärken stärken». Das Magazin, Organ der Aktion Mensch.

Sander, G., Hodek, S. 2014. Junge Frauen auf der Überholspur: Was Karriereplanung dazu beitragen kann. Talent Career – Das Karriere-Magazin für Studium und Berufseinstieg, 6/2014, pp. 33 – 35.

Sander, G., Hodek, S. 2014. Les jeunes femmes passent à la vitesse supérieure: les enjeux d'une planification de carrière. Talent Career – Le magazine les études et le premier emploi, 6/2014, pp. 33 – 35.

Sander, G. 2014. Exploiter les ressources de la gent féminine. *L'Employeur Suisse*, 5/2014, pp. 46 – 47.

Sander, G. 2014. Ressourcen von Frauen besser nutzen. *Schweizer Arbeitgeber*, 5/2014, pp. 14 – 15.

Sander, G., Renouil, L. 2014. Nach 40 starten Frauen nochmals durch. *Tages-Anzeiger* (Themenzeitung von Smart Media Publishing: 40 plus – mitten im Leben), März 2014, p. 20.

Sander, G. 2014. Diversity: Die grössten Barrieren sind im Kopf. Interview mit Roger Tinner in *alma* 2/2014

Sander, G. 2014. Kantone und Bund könnten mehr machen. Interview mit Claudia Gnehm in *Sonntagszeitung* vom 24. August 2014

Sander, G. 2014. Drei Viertel unserer Absolventinnen finden eine Anstellung. Interview mit Marianne Rupp in *Alpha Companies* 2/2014

### **about FIM-HSG in the Media**

“Meister Ihrer Fächer / Weltweit einzigartiges Zertifikat” (Berichterstattung zum CGAM Alumni Meeting und GAM Certification Program), *Handelszeitung* Nr. 42, 16. Oktober, p. 70

“Was Manager von Rennfahrern und den zehn Geboten lernen können” (Berichterstattung zum CGAM Alumni Meeting und GAM Certification Program), *HSG Focus Magazin* 4/2014, Rubrik Forschung.

Winfried Ruigrok and other HSG professors are featured in “Who's who”, section “Wissenschaft”, “Leaders der Ostschweiz”, December 15, 2014.

Feature of the week: “Marketing, statistics and rock ‘n’ roll”, *ft.com*, October 10, 2014.

“Business school profile: University of St Gallen” *ft.com*, September 14, 2014 .

“Swiss universities – barriers to entry?” “video on: *ft.com*, April 25, 2014.

“Wij zijn een sort academische ondernemers”, *Outlook*, p. 5, December 6, 2014.

“innovative”, interview in: *Lehren und Lernen* p. 55, 2014.

# Teaching

## International Management Courses

At the Research Institute for International Management, we not only commit ourselves to share knowledge with academia, but also to exchange best practices with professionals from the business world. We offer a wide range of International Management courses at the undergraduate, postgraduate, executive and doctoral level.



The SIM International Management lecture familiarised students with the origins and evolution of firm-specific and country-specific advantages facing multinational corporations and their managerial implications. Topics covered a wide range of areas including global strategy, global organisation and alliances, modes and strategies of international market entry, cross-border mergers and acquisitions, cross-cultural management, leadership in the global economy, or ethics in international business. Required readings consisted of journal papers, both from academic journals (e.g., Journal of International Business Studies or Academy of Management Perspectives) and from practice-oriented journals (e.g., Harvard Business Review or McKinsey Quarterly), chapters from text books, and economic reports.

Across the different levels at which IM was taught (i.e., Full-time MBA; Part-time MBA; pre-experience Master) a number of high-profile guest speakers enriched the lectures by providing insightful information concerning the practical application of the content discussed in the IM lecture. For example, Dr. Rob Britton, former Managing Director of American Airlines shared his deep knowledge of the airline industry and airline alliances with the students. Mr. Sriram Panchapakesan, Associate VP at Infosys, discussed the challenges that multinational corporations from emerging markets face in their internationalisation process. Mr. Gary Steel, former Head of HR and member of the executive committee at

ABB, shed light on the chances and challenges of pursuing and managing international careers both from a corporate and employee perspective. Dr. Daniel Woker, former Swiss ambassador in Kuwait, Singapore and Australia, shared his views and experiences about how international managers should operate vis-à-vis authorities in order to be successful. Further guest speakers included Mr. Daniel Küng, CEO of Switzerland Global Enterprise, Mr. Josef Mondl, Director China Competence Center & Sino-Swiss Training Program and Mr. Laurent Yvon, SVP Human Resource at Lhoist.

Moreover, students were encouraged to analyse and discuss complex international management cases succinctly. For example, cases on Heineken, ABN-AMRO and Nestlé were used to reflect on specific challenges that each of those companies had to face. Furthermore, students' development of the ability to work successfully in culturally diverse teams was promoted by having to complete various tasks within accordingly structured teams. In addition, cultural simulations were conducted to strengthen this ability. During these simulations students were exposed to a fictitious yet highly demanding environment in which they had to interact with their peers while having to obey different and partly contradicting cultural rules.

Finally, on the Master level students had to prove academic aptitude by producing and defending unique papers on a sub-field of International Management.

In 2014, FIM offered the following courses:

## **Pre-experience Education**

### **BA courses at HSG:**

*Andreas Binder:*

Einführung ins Privatrecht. Bachelor degree lecture (together with Prof. Thomas Geiser and Prof. Vito Roberto), autumn semester 2014.

*Georg Guttmann:*

Assessment level within Bachelor of Arts in Business Administration programme: Tutorial in Introduction to Academic Writing (September-November 2014)

*Peder Greve:*

“International Management”. Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme (April 2014) – jointly with Dr. Roger Moser)

*Roger Moser:*

“International Management”. Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme (April 2014) – jointly with Prof. Peder Greve.

“Doing Business in India”, Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme (April 2014) – jointly with Prof. Shainesh G, IIM Bangalore.

“Developing Infrastructure Solutions in Rural India”, Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme (October 2014).

“Dealing with Uncertainty in Dynamic Markets”, Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme (November 2014).

*Gudrun Sander:*

„Gender- und Diversity-Management“ (together with Ines Hartmann). (BA-HSG) programme.

*Regula Dietsche und Nils Jent:*

„Ability Management. Das Integrations-/Inklusionsdilemma von Menschen mit Behinderung in Wirtschaft und Gesellschaft“

Grundlagen des Diversity-Managements“, (BA-HSG) programme.

### **MA courses at HSG:**

*Winfried Ruigrok:*

“Strategy and International Management”. (SIM) programme core course, International Management (September -December, 2014).

*Andreas Binder:*

Corporate Governance. Master degree course (together with Prof. Roland Müller), spring semester 2014.

Mergers & Acquisitions. Interdisciplinary master degree course (together with Prof. Günter Müller-Stewens), autumn semester 2014.

*Tomas Casas:*

International Entrepreneurship (SIM), spring semester 2014.

*Peder Greve:*

Diversity and Integration in Political Philosophy and International Management (MA context studies), spring semester 2014 (with Dr. Michael Festl)

*Gudrun Sander:*

„Gender- und Diversity-Kompetenz im Führungsalltag“

„Eine Managementaufgabe oder Privatsache? Care, Arbeitsmarkt und Geschlecht“ (together with Dr. Christa Binswanger).

*Nils Jent:*

„Umgang mit Diversity im systemischen Kontext“ (together with Dr. Gian Carlo Sciuchetti).

*Christoph Senn:*

“Managing Strategic Customers”, Master of Business Management Course, (Spring Semester 2014)

“Managing Strategic Customers”, CEMS Exclusive Course (Fall Semester, 2014)

### **PhD courses at HSG:**

*Peder Greve:*

Research methods (PhD seminar), spring semester 2014.

*Tomas Casas:*

Philosophy of Science (PhD seminar), autumn semester 2014

### **BA courses at other universities:**

Baden Württemberg Cooperative State University, Karlsruhe, Germany:

*Dimitrios Georgakakis:*

“International Leadership”, in Bachelor of Arts in International Management.

*Georg Guttman:*

‘Corporate Governance’, Bachelor in International Business, November 2014.

‘International Leadership’, Bachelor in International Business, April 2014.



### **Post-experience Education**

#### **Executive Education/MBA:**

*Winfried Ruigrok:*

“Learning Assessment Week”, St.Gallen MBA program, Feb 2014 and Nov 2014.

“Corporate Governance”. Elective course, St.Gallen MBA programme, June 2014.

“International Management”. Core course, Part-Time St.Gallen MBA programme, Aug. 2014.

“International Management”. Core course, St.Gallen MBA programme, Sep-Oct, 2014.

*Andreas Binder:*

Shareholders in listed companies. Lecture at The St.Gallen part-time MBA programme, MBA building, St.Gallen, May 26, 2014.

Rechtliche Anforderungen an den Spital-Verwaltungsrat. Lecture at the seminar Wirksame Führung und Aufsicht von Spitalern, Radisson SAS, Lucerne, Jan. 17, 2014.

Gesellschaftsrecht. Lecture at Executive Master of Business Administration (EMBA), Executive Campus, University of St.Gallen, Feb. 17, 2014.

Gesellschaftsrecht. Lecture at Wirtschaftsrecht für Manager (WRM), module 1, Executive Campus, University of St.Gallen, March 3-5, 2014.

Gesellschaftsrecht. Lecture at Intensivstudium für Führungskräfte in Klein- und Mittelunternehmen, Executive Campus, University of St.Gallen, March 11-12, 2014.

Corporate Governance. Lecture at Wirtschaftsrecht für Manager (WRM), module 2, Executive Campus, University of St.Gallen, May 12-14, 2014.

Gesellschaftsrecht und Corporate Governance. Lecture at Einführung ins compliance-orientierte Wirtschaftsrecht, Executive Campus, University of St.Gallen, June 4, 2014.

Corporate governance developments. Lecture at The St.Gallen part-time Executive Master of European and International Business Law (M.B.L.), Executive Campus, University of St.Gallen, June 26, 2014.

*Roger Moser:*

“Negotiation Tactics in India”. Lecture at Global Negotiator Program, June 2014.

“Sourcing in Emerging Markets”. Lecture at Einkaufsleiterseminar, August 2014.

*Gudrun Sander:*

„Auftaktveranstaltung“, “Strategieentwicklung und –umsetzung“ und “Case Study Mobility“ at Women Back to Business (WBB) module 1+2 (27-28 March, 3-4 April and 1-2 December 2014), HSG

7th HSG Alumni Conference together with Prof. Dr. Winfried Ruigrok, Workshop “How to manage diverse teams”, Lucerne, 19 Sept. 2014.

*Christoph Senn:*

“Global Account Management”. Elective course, St.Gallen MBA Program, March/April 2014.

Global Account Management Executive Program (GAMPRO), St.Gallen, June 2014.

Global Account Manager Certification Program (GCP), St.Gallen and Singapore, February – September 2014,

*Axel Thoma:*

Global Account Management Executive Program (GAMPRO), St.Gallen, June 2014. (jointly with Christoph Senn)

## Presentations, External Lectures and Seminars

*Winfried Ruigrok:*

Diversity in Teams. Talk delivered at Expert Meeting, Competence Centre for Top Teams, University of St.Gallen, Jan 28, 2014.

Case study research methods. Two-day doctoral seminar delivered at Open University Netherlands, Heerlen, February 5-6, 2014.

Nurturing executive leaders. Lecture delivered to Führungskräfteentwicklung effektiv gestalten, event organized by the Executive School of Management, Technology and Law, University of St.Gallen, and the Zürcher Gesellschaft für Personal, Hotel Crowne Plaza Zürich, March 5, 2014.

Diversity in Teams. Talk delivered at Expert Meeting, Competence Centre for Top Teams, University of St.Gallen, March 6, 2014.

The Future of Management. Lecture at capstone week "Integratives Management", Executive MBA #43, Executive Campus, University of St. Gallen, April 11, 2014.

Corporate Governance im internationalen Vergleich. Speech delivered to the seminar „Corporate Governance: Neue Konzepte des Verwaltungsrats-Managements“, Radisson Blu, Zurich Airport, April 25, 2014.

Graduation speech, Omnium Global Executive MBA 9, University of St.Gallen, May 9, 2014.

Cross-Cultural Management @Agrifirm. Half day executive education session at Dutch agricultural cooperative, Texel, Netherlands, May 22, 2014.

Cross-Cultural Management: Opportunities and Challenges, 7. Tag der Schweizer Hotellerie, Davos, June 24, 2014.

Nurturing executive leaders. Global webinar delivered to members of Unicon, the International University Consortium for Executive Education. June 17, 2014.

Moderator, SCOPES-SNF meeting with research partners from Albania, Bosnia & Herzegovina and Moldova, University of St.Gallen, June 18, 2014.

International Management. Half day executive education session delivered to Executive Master of European & International Business Law (E.MBL), Executive Campus, University of St. Gallen, June 27, 2014.

Doctoral Seminar on Doctoral Dissertation Writing. Two-day doctoral seminar delivered in the context of the Doctoral Education Network (EDEN) at the European Institute for Advanced Studies in Management (EIASM), ISM University of Management and Economics, Vilnius, Lithuania, July 2-3, 2014.

The Future of Management. Lecture at capstone week "Integratives Management", Executive MBA #44, Executive Campus, University of St.Gallen, Aug 29, 2014.

The Future of Management. Lecture at capstone week "Integrative Management", International Executive MBA #1, Executive Campus, University of St.Gallen, Sep 11, 2014.

Managing diverse team, workshop co-moderated with Gudrun Sander, 7th HSG Alumni Conference, 2014, KKL, Luzern, Sep 19th, 2014.

International Diversity and Performance at Project Teams. Half day executive education session delivered to Global Account Manager Certification Program, module 5, Executive Campus, University of St. Gallen, Sep 23, 2014.

International Strategy. One day executive education module as part of Managing the Legal Profession (MLP) diploma programme, Executive Campus, University of St. Gallen (ES-HSG), Sep 24, 2014.

Diversity in Management, Full day executive education day delivered as part of the Programme du Certificat de formation continue en Politiques de l'emploi et des salaires, Geneva, Sep 26, 2014.

Welcome to delegates, EFMD Executive Development Conference, University of St.Gallen, Oct 2, 2014.

Strategic leadership in the financial services industry. Talk delivered to C-level financial summit, organised by EY, SIX Group Convention Point, Zurich, Nov 11, 2014.

Corporate Governance im internationalen Vergleich. Speech delivered to the seminar „Corporate Governance: Neue Konzepte des Verwaltungsrats-Managements“, Radisson Blu, Zurich Airport, Nov 21, 2014.

Ranking update. Lecture delivered to the School Meeting, School of Management, University of St.Gallen, Dec 1, 2014.



*Andreas Binder:*

Best Practice im KMU-Verwaltungsrat. Presentation at a client event of Nellen & Partner AG, Zurich, January 29, 2014.

*Roger Moser:*

"Marketing and Communications in Emerging Markets". Lecture at International Communications and Marketing Program, University of Applied Science Lucerne, May 2014.

*Axel Thoma:*

Co-Creating Value: Resolving Challenges & Building Key Capabilities. 14th Global Account Management Executive Program (Bad Horn). Bad Horn, 2014.

*Gudrun Sander:*

ZHAW University of Applied Sciences Zurich, Switzerland, MA courses: „Wandel und Innovation in Organisationen“, Februar, März, November 2014.

ZHAW University of Applied Sciences Zurich, Switzerland: Executive Education: Strategisches Management für NPO (Mai 2014) and Diversity-Kompetenz in der Führung (May 2014) in Master in Management in Social Organizations.

BiTS Iserlohn, Germany, Laureate International Universities: MA courses: „Implementation of Equal Job Opportunities“ in Master of Science in Business Psychology, June 2014.

General Assembly of ADVANCE: Taking diversity management to the next level, June 27, 2014.

ZHAW University of Applied Sciences Zurich, Switzerland, Mentoring fff: Kommunikation – Gender – Führung, lecture at the Ringvorlesung

University of Applied Sciences Lucerne, "Diversity and Inclusion als Führungsaufgabe", lecture delivered on March 13, 2014.

Tagesanzeiger Forum Conference "Frauen: Neue Leader, neue Arbeitsformen", panel discussion on „Talente fördern und (wieder-) integrieren“, GDI Rüslikon, September 4, 2014.

*Nils Jent/Regula Dietsche:*

Kletterzentrum St.Gallen. Innovationsworkshop für die Geschäftsleitung: „Diversity-Management und Innovation“, March 2014.

Schweizerisches Wohn- und Arbeitszentrum für Mobilitätsbehinderte, Wetzikon. Weiterbildung für die Mitarbeitenden: „Geht nicht – gibt's nicht, wie Inklusion gelingen kann“, March 2014.

AMAG, Heerbrugg. Kundenanlass: „ Geht nicht gibt's nicht“, May 2014.

Pflegfachkongress SBK, Basel. Abschlussreferat: „Geht nicht gibt's nicht. Inklusion einmal anders gedacht“, June 2015.

JANSEN AG, Oberriet. Workshop für die Lernenden: „Diversity-Management in der Praxis“, August 2014.

Palliative Care, Verein Oberwallis, Naters. Referat an der Fachtagung „Inklusion und Palliative Care“, November 2014.

Zukunftskongress Aktion Mensch, Berlin. Fachbeitrag „Ability-Management“ im Themenpanel Inklusion und Arbeitsleben (Dezember 2014).

VISANA, Bern. Referat: „Geht nicht gibt's nicht“, August and November 2014.

Universität Tübingen, Institut für Soziologie. Referat: „Qualitative Inhaltsanalyse am Beispiel von Interviews mit Studierenden mit einer Behinderung“, April 2014



# Awards, Services and Memberships



## **Awards**

*Dimitrios Georgakakis:*

Nomination for the Best Reviewer Award. European Academy of Management Conference 2014, Valencia

Summa cum Laude Award for the Doctoral Thesis: Antecedents and Consequences of Top Management Team Diversity: Expanding the Upper Echelons Research Stream

*Dimitrios Georgakakis and Winfried Ruigrok:*

Best paper award nomination for "New CEO Origin and Firm Performance: A Multilevel Investigation", Academy of Management, Philadelphia, 2014.

*Winfried Ruigrok, Dimitrios Georgakakis and Peder Greve:*

Highly Commended Paper Award 2014 from Multinational Business Review for "Regionalization strategy and performance: The moderating role of industry dynamism and top management team diversity" (published 2013)

*Peder Greve and Winfried Ruigrok:*

Best paper award nomination for "Upper echelons in Asia: A review and guide for contextualization of top management team research" in the Corporate Governance track at European Academy of Management, Valencia, June 2014 (together with Mathias Imbach).

*Roger Moser:*

Strategy and General Management Track Winner of THE CASE CENTRE ANNIVERSARY Conference 2014: Narayanamurthy, G., Moser, R. 2014. Providing Access to Water in Remote Areas: Trunz Watersystems AG in India : HSG Case Study Series : The Case Centre, 2014.

## **Services**

### **Thesis Supervision**

#### **Master Theses Supervision**

*Winfried Ruigrok:*

Aline Galay: "CEO succession in Dutch and British Firms"

Miriam Hoffmann: "Top Management Team Diversity and Firm Performance"

Hadrien Lefebvre: "The impact of the Internationalization of Top Management Team on Firm Performance"

*Andreas Binder:*

Zaugg, Ch.: „Ausgliederung mittels Vermögensübertragung bei Umstrukturierungen“

*Peder Greve:*

Gustav Forssell: „Team diversity and performance in professional sports“

*Nils Jent & Gudrun Sander:*

Hanim Balande: „Frauenquote in der Schweiz: Hemmnis oder Förderung für die Karriereleiter im Topmanagement?“

#### **Bachelor Theses Supervision**

*Winfried Ruigrok:*

Myriam Polydor: "The relationship between regionalization and firm performance. The role of TMT internationality"

Gabriel Kern: "An analysis of the relationship between market-based performance and nationality diversity on Dutch corporate boards"

Patrick Stahel: "Cultural distance and TMT nationality diversity in international M&A transactions"

#### **Doctoral dissertation supervision**

*Winfried Ruigrok:*

Dimitrios Georgakakis: "Antecedents and Consequences of Top Management Team Diversity: Expanding the Upper Echelons Research Stream"

## **Memberships and services to HSG community**

*Winfried Ruigrok:*

Dean, Executive School of Management, Technology and Law (ES-HSG), University of St.Gallen.

Chair, search committee (Berufungskommission), Chair Business Economics and Public Policy, University of St.Gallen.

Member (ex officio), HSG International and Alumni Advisory Board, University of St.Gallen.

Member (ex officio), Executive Education Board (Weiterbildungskommission), University of St.Gallen.

Participant (ex officio), Management Board, HSG Alumni Association.

Member, Supervisory Board, Forschungsgemeinschaft für Nationalökonomie (FGN-HSG), University of St.Gallen.

Member, Internationalisation Committee, University of St.Gallen.

Member, Management Team (Abteilungsausschuss), School of Management, University of St.Gallen..

Member, Foundation Board, Henri B. Meier Foundation, University of St.Gallen.

Jury member, Learning Assessment Week, St.Gallen MBA Programme, University of St.Gallen.

Member, Chief Human Resource Officers Circle, Switzerland.

*Georg Guttmann:*

Member of the preliminary jury of the St. Gallen Wings of Excellence Award at the 44th St. Gallen Symposium

## **Memberships and services to other organizations:**

*Winfried Ruigrok:*

Jury Member, Export Award, Switzerland Global Enterprises (S-GE)

Member, Advisory Board, Ostschweizer Berufs- und Bildungs-Ausstellung (OBA).

Member, Editorial Board, European Journal of International Management (EJIM).

Reviewer for *Die Betriebswirtschaft*, European Journal of International Management, and Management International Review.

Reviewer for the Annual Conference of the Academy of Management, Philadelphia, 2014.

Reviewer for the Annual Conference of the European Academy of Management, Valencia, 2014.

Memberships of the following international academic associations:

Academy of Management (U.S.), Academy of International Business (U.S.), European International Business Academy (Europe), European Academy of Management (Europe), Strategic Management Society (U.S.), Schweizerische Gesellschaft für Betriebswirtschaft (CH), Verband der Hochschullehrer für Betriebswirtschaft (D)

*Peder Greve:*

Reviewer for the following journals:

Journal of International Business Studies, Human Resource Management, International Business Review, European Management Journal, Multinational Business Review

*Andreas Binder:*

Member of the European Council on Corporate Governance of The Conference Board.

Member of the Expert Commission Restructuring in the Code of Obligations set up by the Swiss Federal Council.

*Nils Jent und Regula Dietsche:*

Messebeirat und Messbeirätin Swiss Handicap

Mitglied der Gleichstellungskommission an der Universität St. Gallen.

Schirmherr der Aktion JUGENDLICHE HELFEN JUGENDLICHEN von der Stiftung MyHandicap (zusammen mit Regula Dietsche).

Botschafter von Handicap International Schweiz

Mitglied des Swiss Handicap Exhibition Board (zusammen mit Regula Dietsche).

Beirat an der ZHAW, Bereich Ergotherapie (zusammen mit Regula Dietsche).

Stiftungsrat der Beatrice Ederer-Weber-Stiftung (zusammen mit Regula Dietsche).

Mitglied des Editorial Advisory Board von Diversitas Journal for Managing Diversity and Diversity Studies, USP Publishing, Kleine Verlag, Deutschland.

*Dimitrios Georgakakis:*

Reviewer for Peer Reviewed Journals

Reviewer for Journal of Strategy and Management

Reviewer for Annual Conferences:

Reviewer of the European Academy of Management (Best Reviewer nomination)

Reviewer of the Academy of Management Meeting

Member of the Academy of Management

Member of Strategic Management Society

Member of the European Institute for Advanced Studies

*Georg Guttmann:*

Reviewer for the European Management Journal

Reviewer for the Annual Conference, Academy of International Business, Vancouver, Canada, June 2014.

Member of the Academy of Management

Member of the Academy of International Business

*Gudrun Sander:*

Member of SMG Schweizerische Management Gesellschaft

Member of EWMD European Women's Management Development Network

Member of Women's Empowerment Principles Leadership Group (WEPs LG) of UN Women and UN Global Compact

Jury member of the WEPs CEO Award

Member of Principles for Responsible Management Education (PRME) Working Group on Gender Equality

Expert for the Federal Office for Gender Equality in Switzerland

Board member and member of the financial committee of OBVITA



# Governance

The Research Institute for International Management has an international outlook. It is led by Prof. Dr. Winfried Ruigrok. Each of our six Competence Centers has its own director.

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Director Research Institute for  
International Management



Prof. Dr. Andreas Binder  
Director Corporate Governance  
Competence Center



Prof. Dr. Tomas Casas  
Director Competence Center for Top  
Teams & China Competence Center



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Director Competence Center for  
Diversity and Inclusion



Prof. Dr. Nils Jent  
Director Competence Center  
for Diversity and Inclusion



Prof. Dr. Roger Moser  
Director Asia Connect Center  
& India Center



Prof. Dr. Gudrun Sander  
Director Competence Center for  
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## Team



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Dr. Peder Greve ( - April 30)  
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Mr. Georg Guttmann  
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Mrs. Friederike Schlickerieder  
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Assistant CGAM (-May 31)

Andrea Haering  
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David Loose  
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