

Research Institute for
International Management



University of St.Gallen



*“From insight
to impact”* 

Annual Report 2015

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Preface by Prof. Winfried Ruigrok

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Preface

Dear Reader

We are happy to present the annual report for the year 2015 of the Research Institute for International Management (FIM-HSG). In the past year, many Competence Centres have expanded their activities.

This year's highlights include:

- At the EURAM Conference in June, my co-authors Dimitrios Georgakakis (FIM-HSG), Tobias Dauth (HHL) and I won the Overall Conference Best Paper Award (from a total of almost 1200 submitted papers). We also won the Best Paper Award in the Strategic Interest Group "Corporate Governance".
- At the Academy of Management Meeting in August, Dimitrios Georgakakis (FIM-HSG), Tobias Dauth (HHL) and I received the Careers Division's Best International Paper Award. Second, Dimitrios Georgakakis (FIM-HSG) was a finalist for the Business Policy and Strategy Division's prestigious Best Dissertation Award.
- In fall 2015, Dr. Christoph Senn won the St.Gallen MBA Best Elective Course Lecturer Award for his "Global Account Management" course.
- The Competence Centre for Diversity and Inclusion carried out several studies for well-known Swiss companies, NGOs and the ETH Zurich about measures and hurdles to increasing the share of female senior leaders and academics.
- The China Competence Centre supported the visit of Chinese diplomats and trade delegations to the region and helped organize different company visits.
- Dr. Moser was featured in an article in the Guardian about Google's Lunar X project highlighting the specific expertise at the India Competence Centre with respect to some key industries in India.
- The Competence Centre for Top Teams has completed the architecture of the St.Gallen Top Team framework and its components.
- Research at the Corporate Governance Competence Centre has led to several new scholarly papers. Our research follows an interdisciplinary approach which is reflected by the composition of the Advisory Board recently established by Prof. Andreas Binder.

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

A handwritten signature in black ink that reads "W. M. Ruigrok". The signature is written in a cursive style with a long horizontal stroke at the end.

Prof. Dr. Winfried Ruigrok
Director FIM-HSG

India Competence Centre (ICC)

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



The India Competence Centre has developed a unique research focus on the development of innovative infrastructure solutions in rural India

Insights

The India Competence Centre has advanced its research activities on innovative infrastructure solutions in rural and semi-urban India. Specifically, Dr. Moser and his colleagues from TU Dortmund and the ASIA CONNECT Centre in Bangalore have collected additional data from more than 400 potential buyers of water filters in the rural and semi-urban areas of Udaipur. The results provide valuable insights about the preferences of low-income groups in rural and semi-urban India with respect to clean drinking water solutions. The study results are currently assessed in detail and turned into different business model solutions for local companies.

In 2015, Dr. Moser and Prof. Beritelli from HSG as well as Prof. Shainesh

G. from the Indian Institute of Management in Bangalore have also completed a 3 year Swiss-Indian Government-funded project on affordable healthcare solutions. The results of the study have been presented during a 2-day research seminar in Lausanne in autumn 2015. Some insights from the study are currently also discussed with healthcare policy makers in India.

The India Competence Centre has formally welcomed for the second 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 Frankfurt to Stuttgart, Munich, and finally St.Gallen/Zurich where they participated in a customized executive education program and different company visits within the St.GallenBodensee-Area (SGBA).

This unique Indian training project was coordinated under the leadership of the Indian Institute of Management Calcutta. The participants gained valuable insights about European (Swiss/German) business practices and the institutional differences between major European countries including Germany, UK and Switzerland. The project is likely to be offered in 2016 again.

Highlights

For the last three years, Dr. Moser has served as the only Adjunct Professor of Strategic & International Management at the renowned Indian Institute of Management in Udaipur (www.iimu.ac.in). In 2015, Dr. Moser has been invited to continue to serve as adjunct faculty again for

another 2 years. Dr. Moser and his colleagues have also completed several teaching case studies on the future of the FDI attractiveness in India, leadership behavior in India while building a R&D centre for Airbus or how to help Swiss luxury & lifestyle companies to understand the Indian market. All in all, the India Competence Centre has already contributed 6 India-focused teaching case studies. In addition, Dr. Moser was featured in the magazine of the CASE CENTRE about his case studies focusing on local companies and operations in India and Switzerland.

Moreover, Dr. Moser was the only academic who was featured on article in the Guardian about Google's Lunar X project (<http://www.theguardian.com/technology/2015/nov/27/google-lunar-x-prize-indias-moonshot-at-the-space-race>) highlighting the specific expertise at the India Competence Centre with respect to some key industries in India.

Activities and Projects

The India Competence Centre 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. Different to prior years, the case company is now Jivana Vitality Pvt. Ltd., a real Indian company founded by three HSG students in Udaipur in 2014. The idea and business concept for Jivana Vitality Pvt. Ltd. was actually developed in the very same bachelor courses of Dr. Moser in 2012 by three HSG bachelor students.

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 also delivered a ½ day "Doing Business in India" introduction to the Global Account Management program at FIM-HSG in Singapore.

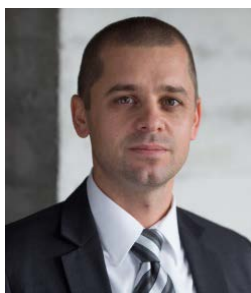
Dr. Moser has also supervised several Bachelor and Master theses focusing on different aspects of doing business in India. A Master thesis on the potential use of equity-based crowdfunding solutions for Indian start-ups has even been featured in the "Economic Times" – one of India's leading newspapers for business people.

Outlook on 2016

In 2016, the India Competence Centre is continuing its activities in the teaching and executive education areas as well as its research on innovative infrastructure solutions. Jointly with Jivana Vitality Pvt. Ltd. the India Competence Centre will also evaluate whether a specific rural/semi-urban customer research centre respectively database can be developed.

Dr. Moser will also continue in his role as an organizing member of the Young Professional Network of the Swiss-Indian Chamber of Commerce and evaluate how Swiss investors and Indian start-ups can collaborate to realize synergies and benefits for both countries.

Finally, the India Competence Centre will also serve in the future as knowledge hub for companies working with the ASIA CONNECT Centre-HSG on concrete business development projects in India.



Prof. Dr. Roger Moser
Director India Competence Centre



Creating an IN-DEPTH Understanding

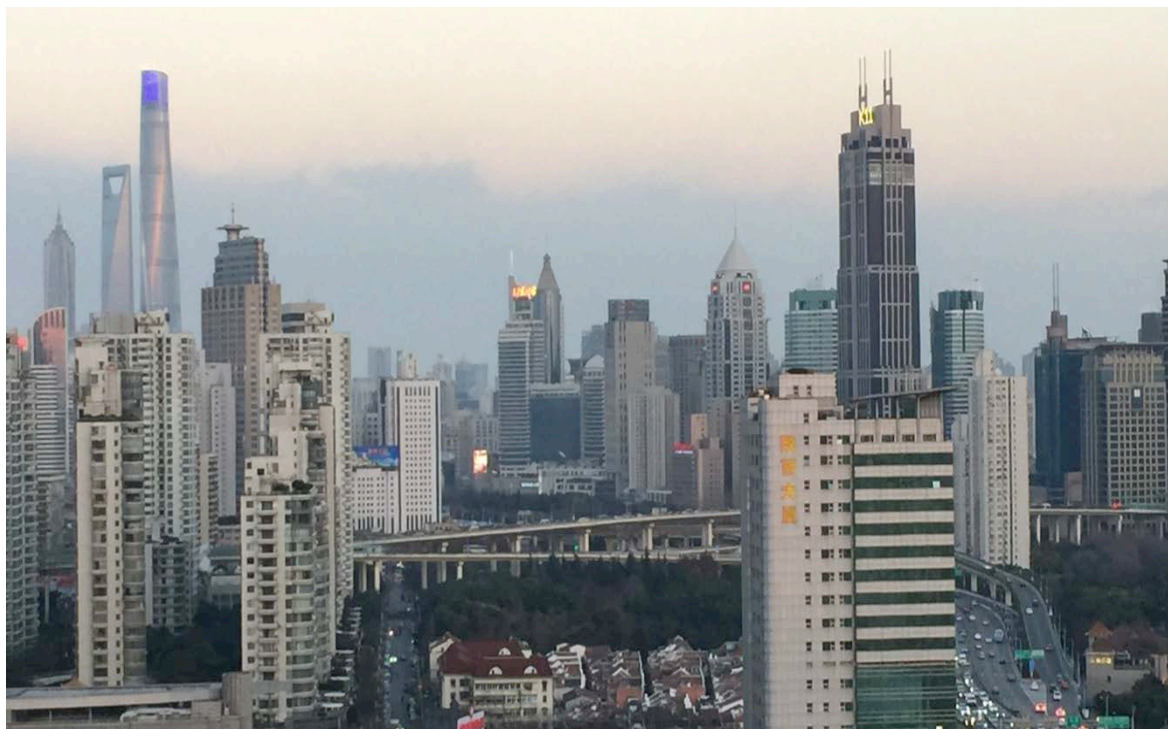
The India Competence Centre is conducting research and executive education in alignment with the ASIA CONNECT Center-HSG when it comes to business model development and industry, process/cultural and cluster intelligence.

In addition, the India Competence Centre 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 Centre also engages in teaching and the supervision of bachelor and master theses in the context of India.

China Competence Centre (CCC)

The China Competence Centre at the University of St.Gallen advances the understanding of doing business in China and with Chinese companies in a global context.



The China Competence Centre has developed a unique research focus on China's business and teams.

Insights

The China Competence Centre has developed along its mandate of research, teaching and praxis. In 2015 it developed new relationships, lead research activities, created teaching material and a new course and participated in a variety of events. Whether by working with private Chinese firms in Heilongjiang, introducing PRC diplomatic missions to the University or collaborating with the St.GallenBodensee-Area (SGBA), the China Competence Centre is positioned as a platform for matters China. That is, we aim to contribute to the University of St.Gallen and to Swiss society by strengthening and deepening our productive relationships with China.

Highlights

The China Competence Centre supported the visit of Chinese diplomats and trade delegations to the region and helped organize different company visits. For instance, it worked with a railway signaling equipment producer in Northern China and provided insight on its global expansion. In the opposite direction it advised executives of Daimler Trucks on how to optimize its already successful China strategy. In a broader sense it has worked closely with the St.GallenBodensee-Area (SGBA) as it developed relationship with Chinese government entities with the aim of promoting the region in China. In terms of teaching a new course on China's Political Economy was

introduced with new courses are being designed for the new year. Several Bachelor and Master theses focusing on different aspects of business in China were supervised.

Activities and Projects

The China Competence Centre has participated in a variety of events such as the World Economic Forum, the "summer Davos" in Dalian, Annual Meeting of the New Champions, the Lift China conference on Innovation and Digital Tech in June, or location promotion events by SGE in Shanghai.

In terms of reach the China Competence Centre co-organised The European Institute for Advanced Studies in Management (EIASM) 5th Workshop on Asian

Management and Entrepreneurship which for the first time took place in Asia. Hosted in early June in Shanghai by Fudan University, it provided a forum for international scholars to discuss and develop conceptual and empirical research on Asia. The workshop offered opportunities to present and receive feedback from discussants as well as networking with peers. It contributed 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 originated from various disciplinary areas and submissions in the past clustered around three key themes:

- Documenting Asian Management and Entrepreneurship, including the nature of Asian Management and Entrepreneurial practice.
- Essentialist Asian Management Theories, exploring 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, where observations and theorizing grounded in Asian management and entrepreneurship theory and practice was used to suggest policy and practice guidelines for European practice and European business engagement with Asia.

Along this call the China Competence Centre also produced case studies such as "Shanzhai Swiss-Style: Bühler's Partnering Strategy in China". The Uzwill based firm depicts and incredibly China growth experience, which is dissected in terms of partnerships with Chinese entrepreneurs and the incorporation of Shanzhai innovation methods. China is seen as a source of learning and inspiration, valid even for the most successful Western firms. At the same time, past success does not

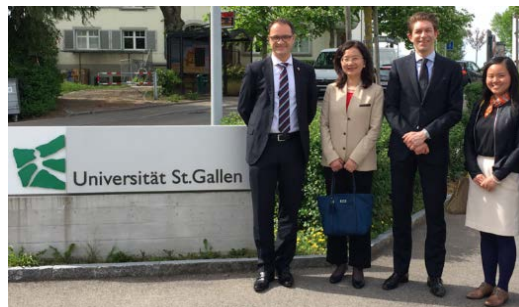
guarantee future success, this being one of the discussion points elicited by the case.

Outlook on 2016

In 2016, the China Competence Centre will continue its activities in the research, teaching and executive education areas. One of its main concentrations is Chinese top management teams (TMTs) and top venture teams (TVT's).

In addition the China Competence Centre will continue to work with the ASIA CONNECT Centre-HSG on concrete business development projects in China

In summary, for 2016 CCC aims to further contribute to the HSG community in the areas of research, teaching and China oriented services that benefit society at large..



The China Competence Centre was honored with the visit of Consul Mao, the People's Republic of China Consul General in Zurich, to the University of St. Gallen



Prof. Dr. Tomas Casas
Director CCC

Research & Executive Education

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

In addition, the China Competence Centre has developed a unique research focus, courses and teaching materials as well as engagements for praxis to facilitate China's firms understanding and succeeding in Europe.

Competence Centre for Top Teams (CCTT)

The Competence Centre for Top Team at the University of St.Gallen advances the understanding of top team performance, process and composition in a variety of contexts, via its unique St.Gallen Top Team (SGTT) model.



CCTT carried out a variety of workshops. Here Miha Pogacnik, classical concert violinist, explores during a CCTT workshop the parallels between musical and team identity and processes. Can music lead teams in their pursuit of We Consciousness?

Insights

The Competence Centre for Team Teams has continued to develop the SGTT model and its associated modules for practice.

Teams are on the rise across all organisational types and levels. Previously, teams often performed clearly specified routine tasks. Today teams integrate diverse specialists and senior executives, and increasingly perform missions critical to the organisation, incl. strategic change or growth projects. However, for a variety of reasons, teams may fail to live up to their potential. Organisation know how to manage departments and divisions, but have no models to consistently build and maintain high-

performance teams across the organisation.

What does the St.Gallen Top Team Model Solution offer? The SGTT model enables firms to create and operate teams that excel at achieving their objectives. SGTT is co-developed by the University of St.Gallen and selected business partners. Combining lessons learned from business and academia, SGTT offers:

1. New insights on creating high performance teams, plus two new supporting tools;
2. An original and comprehensive framework for monitoring existing teams, plus tools to improve team leadership and processes;
3. A novel and proprietary notion of "We Consciousness", capturing the synergistic power of emphasizing

the "WE" over the "ME";

4. A unique open platform allowing for the seamless integration of best practices and successful tools and interventions.

The insights for the model were the results of workshop started in 2014 and the research at FIM in team composition of the last 15 years. The model has benefited thus from academia and praxis as well as from the supervision of several Bachelor and Master theses focusing on different aspects of top teams such as team conflict.



Highlights

The Competence Centre for Top Teams has completed the architecture of the St.Gallen Top Team framework and its components (pictured below). It is now developing various modules that on the basis of research insights and empirical data will lead to methods and tools for action. Managing team composition, both surface and deep, or team processes, such as team conflict, can lead to optimal team outcomes. That is, both in terms of performance understood as proximate outcomes (increasing the We Consciousness) and distal outcomes (achieving business KPIs).

Activities and Projects

CCTT has already started implementing SGTT in the

classroom. During the 2015 SIM Entrepreneurship course students working in teams were monitored on SGTT lines and the resulting insights were discussed and applied to significant learning effect.

At the same time SGTT has commenced to explore opportunities with firms in the banking, insurance and real estate sectors with the aim to implement SGTT normative insight at their top teams, and then roll out the model across their organizations.

To fully develop the model for praxis CCTT has also started the design of partnership programmes with services firms able to implement SGTT and provide training, as well as with partners whose intellectual property would be win-win leveraged by SGTT's comprehensive and open platform approach.

Outlook on 2016

In 2016, CCTT will continue its SGTT model development activities focusing on different team processes and how these can positively impact team praxis. Of special importance will be the definition of the We Consciousness construct and its composite elements. We also plan to finalize the surface level team composition module leveraging the latest insights in diversity research. In parallel, the centre's co-development efforts with leading European firms will enable CCTT to gather data, optimize its tools, and further contribute to the development of effective top teams services that benefit society at large.



Ms. Stephanie Schoss
Director CCTT

Combining Diversity and Context for Leader

The Competence Centre for Top Teams is conducting research and developing the top team SGTT model to create high-performing teams in various diverse contexts, ranging from boards to start-ups, or from Switzerland to China.

Competence Centre for Global Account Management (CGAM)

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



The GCP Class of 2015 after graduation on Sep 24, 2015 in St.Gallen.

Highlights

2015 marked a busy and successful year for CGAM. For the first time since its inception, the three-week long Global Account Manager Certification Program (GCP) was fully booked.

On September 24, the graduation ceremony of the GCP Class of 2015 took place in St.Gallen and 24 Global Account Managers received their Certificate of Advanced Studies (CAS) from Dr. Christoph Senn, GCP's Academic Director.

"It's not just a training course. The GCP program is different from anything else, because you really have to work hard to get your certification. Unlike to other programs, you do not just earn your certificate just by attending", says Caroline Brons, Global Account Manager at DSM. Across industries, participants appreciate the high impact of GCP

on their work: *"It was such an enriching experience. It completely changed my mindset",* says for example Anna Del Core, Global Account Manager at Swiss Re. And her colleague, Nico Baccharidis, Global Account Management Program Leader at Pfizer adds: *"GCP is the only program at that high level of theory and practice. There is nothing comparable on the market."*

While these feedbacks are highly appreciated, we take them as an obligation to continuously work on content and format of the program and deliver a superior learning experience also in the future.

Besides further executive education activities like for example the three-day Global Account Management Executive Program (GAMPRO) or our regular St.Gallen roundtable events, we also hosted a GAM

roundtable in San Francisco, CA together with representatives from Salesforce and VMware.

During the spring and fall semesters, we offered again the well-established courses on Global Account Management (MBA), Managing Strategic Customers (CEMS exclusive course) and Co-Creating Value with Strategic Customers (MUG, Master of Business Management Course). This time, the real-life projects were sponsored by Aptar Group, DSM, Evonik Industries and Thermo Fisher Scientific / Prionics. All courses were fully booked.

For his service in the St.Gallen MBA program, CGAM Director Dr. Christoph Senn also won the MBA Best Elective Course Lecturer Award 2015.

Activities and Projects

During the past 12 months, CGAM was invited to offer tailor-made advisory services to a number of member companies. On the one hand, we hosted global sales meetings for the following CGAM partner firms:

- Aptar
- Interface
- KPMG
- Schindler
- RUAG
- Salesforce

On the other hand, we completed a 10-year case study for our long-time partner firm ALTANA Specialty Chemicals. The topic was "Leveraging Global Customer Relationships at Altana" and the first version of the case was well received by both the management of the company as well global sales professionals from around the world.

Based on feedback from our partner firms, we decided to expand our partnering model and offer even more options to engage with CGAM. Over the course of 2015, we were able to win new partner firms such as Konica-Minolta, RUAG, Schindler, and Qiagen.

CGAM also hosted the traditional Annual Alumni, Partner & Friends meeting at St.Gallen University in September 2015, where about 80 global sales professionals from across the world met to exchange experiences and discuss current and

future sales leadership issues.

Next to a series of keynote presentations, research updates and time for networking, CGAM Director Christoph Senn could also present the traditional Appenzeller Cowbell to Mr. Thomas Bechter for his dedication in the Nikon student project.

"The St.Gallen student project delivered not only new insights into the topic but as well real life and actionable proposals how to move on", says Thomas Bechter, former General Manager Marketing & Sales Nikon Europe and now Chief Operating Officer of the Berner Holding, based in Germany.



Christoph Senn / Thomas Bechter

Outlook on 2016

In 2016, we are aiming at further strengthening our corporate partner base and help global companies to solve their most critical challenges in global customer-supplier collaboration.

We will also continue the delivery of our annual GAM Executive and GAM Certification Programs (GCP and GAMPRO).

Our future research portfolio will be expanded further: Together with Imperial College Business School in London, we have started a joint research project examining the impact of strategic customer relationships on corporate strategies and vice-versa. First results have been shared at a recent roundtable and two more events are planned for the year to come.



Dr. Christoph Senn
Director Competence Centre for
Global Account Management



Each company has the global customer relationships it deserves. How well are you prepared?

The Competence Centre for Global Account Management (CGAM) is the world's first centre dedicated to global customer-supplier collaboration. It was founded to strengthen the Research Institute for International Management's outreach to the global business and academic community.

Project partner firms of the past three years include companies like BASF, Coca-Cola, DSM, Evonik, Henkel, Hoffmann-La Roche, Nikon, Philips, RUAG, Schindler, Swiss Re and Vodafone.

Competence Centre for Diversity & Inclusion (CCDI)

The Competence Centre for Diversity & Inclusion CCDI works closely with Swiss and international companies to provide guidance, analysis and training on how to achieve greater diversity and inclusion in their organisations. Our work is based on sophisticated in-house research that is tailor-made to assess and address each company's specific D&I needs.



The Competence Centre for Diversity & Inclusion at the University of St.Gallen aims to provide insights with a highly diverse team.

Insights

Diversity and inclusion (D&I) management is about making the most of a company's heterogeneous workforce and creating an environment that enables a variety of talent to flourish. Our team's work encompasses a wide range of D&I management topics, such as workforce internationalization and the creation of equal career opportunities for women and employees with diverse abilities. One particular strength is our centre's ability to conduct in-depth data analysis on behalf of clients in order to determine if hidden biases due to gender, age, or workload percentage might exist in a company's HR and career development processes. Our efforts to help companies advance in the area of recruitment,

retention and team composition aim not only to reduce unconscious bias and discrimination, but also to actively promote a leadership culture of inclusion in which the development of diverse talent is a strategic priority. Such efforts aim for changes with real economic impact to the "bottom line", such as a reduction in the turnover rates of female managers or employees from minority groups.

Highlights 2015

CCDI continued to support partner company Raiffeisen with its endeavour to become a market leader in attracting, selecting and retaining diverse talent and fostering inclusive leadership. Our team is conducting an in-depth quantitative analysis of the company's HR data in order to

offer a customised assessment of strengths and areas for advancement as well as to assist in the setting of realistic D&I goals for the next years.

Thanks to our partnership with Raiffeisen, CCDI was also able to launch a brand new website in order to better promote our services to companies in Switzerland and abroad. Visit us on the web at www.fim.unisg.ch/ccdi to find out more!

Among the team's varied speaking engagements, Prof. Dr. Gudrun Sander was invited to present to the G-20Y Summit in Evian, France on the topic of "Female Participation – Women in Leadership Positions".

Another special highlight was a

joint lecture by Prof. Dr. Gudrun Sander, Prof. Dr. Nils Jent and Dr. Regula Dietsche on the topic of „The Joy of Differences“ at a conference of AGAB (Swiss Consortium of Consulting Professionals for Academic Studies and Careers).

Activities and Projects

CCDI conducted a qualitative pilot study on behalf of ETH Zurich in order to examine the effects of pregnancy and family care responsibilities on the careers of postdoctoral researchers and doctoral candidates. Semi-structured interviews were conducted individually with supervising professors, doctoral candidates and postdoctoral researchers as well as with relevant ETH-internal experts. The study report was published by ETH Zurich and made publicly available.

CCDI successfully concluded a project for a large Swiss company, in which a sophisticated forecasting tool was developed. The tool was designed to help HR business partners and line managers determine the best way to increase the number of women in leadership positions.

Our team has started a new joint project with Advance – Women in Swiss Business, an association of companies taking measures to increase the share of women in leadership positions. CCDI is conducting a survey among Advance’s member companies in order to explore the effects and consequences of different working

models, especially part time work, for employers and employees in companies operating in Switzerland. The project focuses on management levels. Results will be presented in 2016.

Together with the NPO “Diversity-Controlling” a new benchmarking tool for diversity indicators was developed and tested with several companies. This D&I benchmarking enables companies to compare their efforts and results to other companies. The new benchmarking tool “Diversity Cockpit” will be launched in 2016. For more information see www.diversity-controlling.org.

Dr. Regula Dietsche supported the university’s rector on the topic of equal opportunities and special needs (students with disabilities). Strategic priorities were set and measures defined in order to ensure that students with disabilities receive more specific and comprehensive counselling and support.

Prof. Dr. Nils Jent helped secure the continuation of a flexible, timely and affordable professional door-to-door transportation service for people with disabilities to their places of work as well as to medical and therapy services. The taxi service now has two new cars marked with the university’s logo at its disposal. A further project aims to develop, test and launch a new state-of-the-art computer input system for users with multiple disabilities.

The CCDI directors were able to assist one another in their

university courses by conducting guest lectures on specific topics. The joint supervision of master’s theses has also proved to be a particularly beneficial endeavor.

Outlook 2016

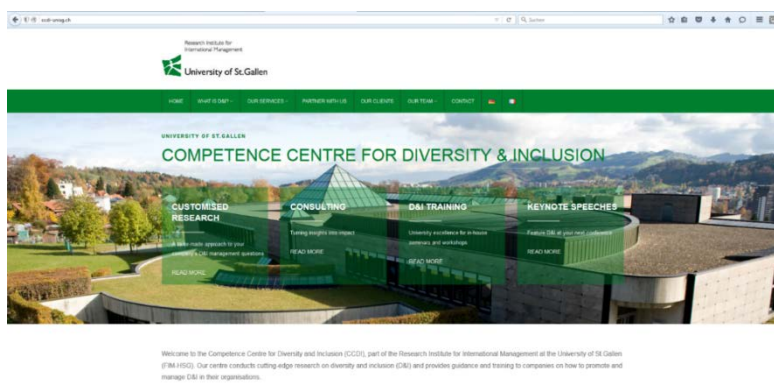
In addition to continuing CCDI’s current projects, our team is also seeking to further expand its service offer and lend its expertise to Swiss and international companies in new ways. This will be realised in cooperation with the department of applied research, directed by Prof. Dr. Nils Jent, part of the Center for Disability and Integration at the University of St. Gallen (CDI-HSG).

The Advance survey will be repeated with a new group of companies in 2016 and also the benchmarking “Diversity Cockpit” will be launched for Swiss companies.

One new project, „Inclusion Fitness“, aims to periodically measure the degree of “inclusion fitness” that the 100 largest SMI-listed companies in Switzerland possess on behalf of their employees with disabilities, based on each company’s integrated diversity management model. The project’s aim is to improve the company’s diversity structures and strategies. This because the social engagement of companies is not enough to fulfil a certain quota of people with disabilities being successfully included in the workplace.

This project, which will provide the opportunity to identify and publicise best practices, is currently in the pipeline and in search of third-party funding.

Dr. Regula Dietsche will continue to support the rector on the topic of equal opportunities and special needs, in order to promote a “disabled-friendly” culture at the University of St.Gallen.



Corporate Governance Competence Centre (CGCC)

The Corporate Governance Competence Centre (CGCC) conducts two research streams. Team 1 led by Prof. Dr. Winfried Ruigrok analyses top management team and board structures, composition and processes and seeks to promote top management team and board effectiveness. Team 2 led by Prof. Dr. Andreas Binder addresses shareholder structures across Europe and North America and seeks to contribute to effective corporate governance practices in Switzerland and abroad.



We are proud to have established in 2015 a truly interdisciplinary Advisory Board to the Corporate Governance Competence Center uniting personalities from academia, the business world and investors.

Insight

Research stream 1: Top management team and board composition, processes and effectiveness

A recent line of research has looked into the interplay of top management team composition and performance, and the characteristics and contribution of individual top management team members, in particular the CEO. In 2015, Dr. Dimitrios Georgakakis and Prof. Dr. Winfried Ruigrok produced several highly acclaimed papers. This research stream also conducts an academic support function for the Competence Centre for Diversity and Inclusion, and the Competence Centre for Top Teams *Research stream 2:*

Changing shareholder structures and their implications

Listed companies in Switzerland and abroad are confronted with new shareholder behaviours and tactics, including ever shorter periods of holding shares, and the temporary transfer of share ownership and/or voting rights. In this research stream we will examine the rise and implications of such new shareholding behaviours and tactics. In 2015 we built a network of very senior people from business circles, academia and politics interested in analysing these developments. In 2016 we will embark upon our research, pursuing an interdisciplinary approach and seeking to work closely with other scholars and institutes from the

School of Management and from the Law School of the University of St.Gallen, as well as other institutions

Highlights

Advisory Board

In order to help us to be at the forefront of corporate governance developments and new questions arising in the corporate governance of listed companies, the research stream led by Prof. Dr. Andreas Binder established an advisory board.

In our corporate governance analyses we follow an interdisciplinary approach. This is strongly reflected by the composition of the Advisory

Board, which comprises people from academia (management, law and economics) and the business world as well as investors.

The following persons are member of the Advisory Board:

Andreas Binder, Prof. Dr. iur. et lic. oec., attorney-at-law and law honorary professor, University of St.Gallen (chairman)

Winfried Ruigrok, Prof. Ph.D., management professor, University of St.Gallen

Franz Jaeger, Prof. Dr. oec., emeritus professor of economics, University of St.Gallen

David P. Frick, attorney-at-law, Senior Vice President Nestlé, Corporate Governance, Compliance and Corporate Services

Bruno Heynen, attorney-at-law, Secretary to the Executive Committee of Novartis and adviser to the Board and Management on governance matters

Markus Steiner, Dr. iur., CEO of State Street Bank, Zurich, former CEO of UBS Fund Management (Switzerland) Ltd. and Head of Legal & Compliance Committee SFA

Rudolf Wehrli, Dr. phil. et Dr. theol., Chairman of Clariant, former Chairman of Economiesuisse

Adjunct Fellows

In order to be able to generate some relevant output we are building a freelance team of experts as scientific counsels. We are happy to have nominated in 2015 as our first Adjunct Fellow:

Katja Roth Pellanda, Dr. iur., LL.M., attorney-at-law, Head Corporate Law Novartis

Awarded Papers

Dr. Dimitrios Georgakakis and Prof. Dr. Winfried Ruigrok presented numerous papers at leading scholarly conferences in 2015, several of which received important awards, including conference track and overall conference best paper awards at the Academy of Management annual meeting, the European Academy of Management annual meeting, and the European International Business Academy annual meeting. One paper was published in a leading scholarly journal in 2015, while another two papers were accepted and will be published in top refereed journals in 2016.

Activities and Projects

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 2016

In 2016, papers will be published in the Journal of World Business and the Journal of Management Studies (an FT 45 journal). Several papers are under review and will be revised in the course of 2016.

Dr. Dimitrios Georgakakis will continue to support the build-up of the Competence Centre for Diversity and Inclusion, and the Competence Centre for Top Teams.

At the end of 2015, the Advisory Board decided on the following focus topic we will do research on: Steering the behaviour of shareholders in listed companies through incentives (loyalty shares). We will try to find answers to the question whether and how the steering of shareholders' behaviour through economic incentives could be an alternative to steering it by means of legal rules.

Furthermore 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.).



Prof. Dr. Andreas Binder
Director Corporate Governance
Competence Center



Listed companies in Switzerland and abroad are confronted with new shareholder behaviours and tactics.

In our research we will try to find answers to the question whether and how the steering of shareholders' behaviour through economic incentives could be an alternative to steering it by means of legal rules.

ASIA CONNECT Centre-HSG (ACC-HSG)

The ASIA CONNECT Centre-HSG at the University of St.Gallen supports European companies along their market entry & expansion processes in Asia and companies from Asia in Europe.



The ASIA CONNECT Centre-HSG provides unique industry and process intelligence solutions for European companies in Asia and Asian companies in Europe. On this photo, the Minister of Commerce of the Canton of St.Gallen, Mr. Benedikt Würth, visits the Indian Institute of Management Bangalore.

Insights

In 2015, the ASIA CONNECT Centre-HSG has completed its first joint study with another institute at the University of St.Gallen focusing on the future operational excellence of the Indian pharma industry. This joint research project with the Chair of Production Technology at the Institute of Technology Management (ITEM-HSG) involved more than 70 local Indian pharma experts and provided valuable insights for senior executives about how operational excellence in India might look like in the future.

Dr. Moser has also developed a new

concept called “Decision Intelligence” that supports European and Asian senior executives alike when making market entry or expansion decisions.

Dr. Moser has also applied this new concept (Decision Intelligence) in his work with the Daimler Truck Division where they develop a new business model 2025 for the Chinese market. This work included the conduct of two Delphi expert panels with experts for the Chinese truck market as well as a 1-day workshop co-organized with Prof. Tom Callarman of the China-Europe International Business School (CEIBS) in Shanghai. The study

results provided partially completely new insights for the strategy team of the Daimler Truck Division.

Highlights

In 2015, the ASIA CONNECT Centre-HSG has been able to further consolidate its Inbound (promotion of SGBA in Asia) and Outbound (support of SGBA companies in Asia) activities. The ACC-HSG has been asked to take over the responsibility to promote the St.GallenBodensee-Area in China as well.

In 2015, Dr. Moser, Director of the

ACC-HSG has been featured several times in international media including several comments in an article in "China Daily" on the role of the Chinese Premier during the World Economic Forum in Davos, a live TV comment on SkyNews on the role of UK in the new Asia Infrastructure Investment Bank, a comment in the Guardian on Google's Lunar X project as well as a lead article on the ACC-HSG business development approach in emerging markets in the FDI Intelligence magazine of the Financial Times.

However, the most important highlight for the ASIA CONNECT Centre at the University of St.Gallen was certainly the visit of Federal Chancellor Johann Schneider-Ammann and the Minister of Commerce of the Canton of St.Gallen, Mr. Benedikt Würth, to India in general and to the Indian Institute of Management Bangalore in particular where they were welcomed by a joint team of IIM Bangalore faculty and ASIA CONNECT Centre team members. Last but not least, the ASIA CONNECT Centre also won its first large-scale market entry consulting project from a Chinese company. The focus of this project lies on the

development of a Market Entry MANUAL for the Chinese company including recommendations for the CEO on where and how to enter the European railways signalling market. The ACC-HSG is the first European academic institution to have received such an assignment from a company from Heilongjiang province.

Activities and Projects

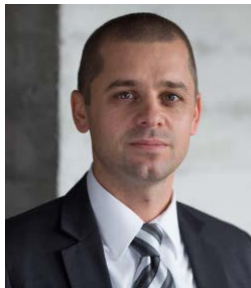
During the first 4 years of its existence the ASIA CONNECT Centre-HSG has supported more than 60 companies in more than 160 coaching sessions and has conducted a dozen of smaller research projects for the benefit of companies from the St.Gallen-BodenseeArea. In particular, the ACC-HSG has collaborated with SMEs such as Geobruugg AG, Sawatec AG among others and has intensified its collaboration with different market expansion service providers located in the St.GallenBodenseeArea including Capitora, SME Ventus and Broger Management Services but also large players such as DKSH and PwC. As part of its activities on a national level, Dr. Moser has been speaking

and/or moderating during different events and supported the ASIA Club at the University of St.Gallen (Students) to organize several informal dinners between students, local executives & market expansion service providers as well as HSG faculty to identify common interests and potential synergies.

With respect to the promotion activities for the St.GallenBodensee-Area in Asia the ACC-HSG has been able to expand its network in Indonesia and Timor-Leste and intensify the specific networking activities among companies in Asia.

Outlook on 2016

In 2016, the ASIA CONNECT Centre-HSG will continue its activities and try to further support companies from the St.Gallen-BodenseeArea with specialized services and insights when it comes to business development in Asia. The ACC-HSG will also expand its promotion activities in China and India in collaboration with the China Competence Centre and the India Competence Centre respectively.



Prof. Dr. Roger Moser
Director ASIA CONNECT Centre



Providing Context Intelligence and Local Networks in Asia

"Doing Business in Asia has a simple formula: Money, Time and Passion lead to Networks - Networks and Trust provide real Insights - local Insights are essential for the right Business Model in Asia - Only then you can start a successful Market Entry"

Publications

In line with the University of St.Gallen's mission to raise its international presence in leading English-language academic journals, FIM-HSG 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-HSG seeks to contribute articles to quality newspapers and periodicals, as well as practitioner magazines based on current research.



The Team of the Research Institute for International Management at the Christmas Dinner 2015

In 2015 FIM faculty realised the following publications and papers:

Scholarly contribution

Refereed journal articles

Georgakakis, D., Dauth, T. & Ruigrok, W. (forthcoming 2016). Too Much of a Good Thing: Does International Experience Accelerate or Delay Executives' Career Progress? *Journal of World Business*. doi:10.1016/j.jwb.2015.11.008

Georgakakis, D., & Ruigrok, W. (forthcoming 2016). CEO Succession Origin and Firm Performance: A Multilevel Study. *Journal of Management Studies*, doi: 10.1111/joms.12194

Greve, P., Biemann, T., & Ruigrok, W. 2015. The multilevel determinants of foreign executive

appointments. *Journal of World Business*. 50(4) 674-686. doi:10.1016/j.jwb.2014.10.012

Hirschinger, M., Moser, R., Schaefer, T. & Hartmann, E. 2015. No Vehicle Means No Aid—A Paradigm Change for the Humanitarian Logistics Business Model. In: *Thunderbird International Business Review 2015*, online preview, pp. 1-12.

Lindner, D. & Senn, Ch. 2015. Fit for Global Customers – How ALTANA Mastered the Journey to a Customer-Centric Organization, *Journal of Business Strategy*, Nr. 36 (4), pp. 3-10.

Winkler, J., Kuklinski, Ch. & Moser, R. 2015. Decision Making in Emerging Markets: The Delphi Approach's Contribution to Coping with Uncertainty and

Equivocality. In: Journal of Business Research 68, Nr. 5, pp. 118-1126.

Winkler, J., & Moser, R. (forthcoming 2016). Biases in future-oriented Delphi studies: A cognitive perspective. *Technological Forecasting and Social Change* (105), pp. 63-76.

Contributions to edited volumes

Dietsche, R. & Jent, N. (forthcoming 2016). Diversity in Management und Forschung. In: *Teilhabe und Vielfalt. Herausforderungen einer Weltgesellschaft. Beiträge zur Internationalen Heil- und Sonderpädagogik*. Bad Heilbrunn: Julius Klinkhardt.

Hirschinger, M. & Moser, R. 2015. Non-Ownership Commercial Mobility and Humanitarian Logistics : New Perspectives to Improve Response Times and Long-Term Impact. In: Sahay, B.S. (Hrsg.) ; Gupta, Sumeet (Hrsg.) ; Menon, Vinod Chandra (Hrsg.): *Managing Humanitarian Logistics*. New Delhi : Springer India, pp. 51-60.

Jent, N. & Dietsche, R. 2015. Behinderung als Teilaspekt der Diversity Kompetenz im Spannungsfeld von Berücksichtigen und Nutzen. In: Genkova, P. & Ringeisen, T. (ed.): *Handbuch Diversity Kompetenz: Perspektiven und Anwendungsfelder*. Wiesbaden: Springer.

Moser, R. 2015. Convergence Engineering: An Interview with Prof. Dr. Roger Moser of the ACC. In: Maier, Jens (Hrsg.): *The Ambidextrous Organisation*. Basingstoke : Palgrave Macmillan, 2015, pp. 197-201.

Nentwich, J. & Sander, G. 2015. Integrating Gender and Diversity in Management Education. Playing the paradox between 'mainstreaming' and 'context only'. The University of St.Gallen's gender and diversity teaching programme. In: Flynn, P., Haynes, K., & Kilgour, M. (ed.) *Integrating Gender Equality into Management Education*. Greenleaf Publishing, pp. 236-245.

Sander, S. & Hartmann, I. 2015. Einführung einer Diversity-and-Inclusion-Kultur, eine herausfordernde Management-Aufgabe. In: Genkova, P. & Ringeisen, T. (ed.): *Handbuch Diversity Kompetenz: Perspektiven und Anwendungsfelder*. Wiesbaden: Springer.

Conference papers/ presentations

Jent, N. 2015. „Im Miteinander stark: der Weg zur Inklusion“, keynote address at International Congress for Special Needs Educators, Berlin, November.

Jent, N., Dietsche, R. 2015. „Teilhabe und Vielfalt – Herausforderung der Weltgesellschaft“, speech at 7th Symposium on International Special Education,

University of Zurich, July.

Moser, R. 2015. Die Wertschätzung von Netzwerken und Clustern bei der Internationalisierung von Schweizer KMUs. In: *European Cluster Days - Proceedings: France Clusters*. - European Cluster Days. - Strassburg, pp. 45-54.

Schaefer, T., Moser, R. & Narayanamurthy, G. 2015. Risk Reduction at the Base of the Pyramid: The Role of Access-Based Services. - EMAC Conference. - Leuven.

Schaefer, T., Moser, R. & Narayanamurthy, G. 2015. Overcoming Ownership Risk at the Base of the Pyramid with Access-based Services. - AMA Winter Marketing Educators' Conference. - San Antonio, USA.

Working papers/reports

Moser, R. 2015. Leveraging Opportunities in the Indian Civil Aerospace Industry: Status Quo and Future Outlook: Industry Intelligence Study. London: UK Trade & Investment.

Wittmer, A. & Moser, R. 2015. Die Zukunft der Schweizer Luftfahrtindustrie 2020: Eine Analyse des CfAC-HSG in Zusammenarbeit mit dem ACC-HSG an der Universität St.Gallen: Industry Intelligence Study. St.Gallen: Universität St.Gallen (CfAC-HSG).

Textbooks

Binder, A. 2015. Einführung in das Wirtschaftsrecht. Band II: Gesellschaftsrecht. Skriptekommission HSG, St.Gallen.

Binder, A. & Werlen, T. 2015. Introduction to Business Law. Volume II: Company Law. Skriptekommission HSG, St.Gallen.

Dietsche, R. 2015. Optimierungsmassnahmen der Studienbedingungen an deutschsprachigen Schweizer Universitäten für Menschen mit Behinderung. Doctoral thesis no. 4342, University of St.Gallen.

Jent, N., Dietsche, R. 2014/15. Inklusionskonzept zur Innovationsförderung. In: *Jahrbuch 2014/2015 Corporate Governance als Innovationsförderer - wie Unternehmen in die Zukunft geführt werden*. No. 28, pp. 61-63.

Jent, N. 2016. Im Miteinander stark, der Weg zur Inklusion. Tagungsband Internationaler Kongress der Heilpädagogik Berlin.

Jent, N.; Dietsche, R. 2016. Diversity in Management und Forschung. In: Hedderich, I.; Zahnd, R. (ed.) *Teilhabe und Vielfalt. Herausforderungen einer Weltgesellschaft. Beiträge zur Internationalen Heil- und Sonderpädagogik*. Bad Heilbrunn, Julius Klinkhardt.



Napolitano, L. & Thoma, A. 2015. Impact Without Authority: The Individual Linchpin Capability for Creating Value With Strategic Customers. Research and Practice Knowledge Series. Palm Desert, California: B2B Value Group.

Case studies

Casas i Klett, T., Hilb, M. 2015. SHANZHAI SWISS-STYLE: BUHLER'S PARTNERING STRATEGY IN CHINA. HSG Case Study Series: The Case Centre, 2015

Moser, R., Narayanamurthy, G. 2015. Leadership in Unfamiliar Environments: Airbus' Establishment of an Engineering Center in India: The Case Centre, 2015.

Moser, R., Narayanamurthy, G. 2015. Switzerland Global Enterprise: Developing Market Entry Strategies for the Indian Luxury & Lifestyle Retail Sector. HSG Case Study Series: The Case Centre, 2015.

Moser, R., Srivastava, M. & Raju, A. 2015. Switzerland Global Enterprise: Evaluating the Future FDI Attractiveness of India. HSG Case Study Series: The Case Centre, 2015.

Senn, Ch. (2015): Leveraging Global Customer Relationships at ALTANA, Teaching Case, Part A, B and C, pp. 1-13.

Opinion

Casas i Klett, T. 2015. Bear Markets: China, Russia. London, England: London Review of Books.

Contribution to the public

Non-academic / popular publications

Dietsche, R. & Jent, N. 2015. Ohne Vielfalt sind wir tot. Interview with R. Ziegler. Bulletin: Das Magazin des ZHAW-Departements Gesundheit, no. 12 (November 2015), Winterthur: ZHAW, pp. 5-8.

Fischer, B., & Casas i Klett, T. 2015. Are Purpose-Driven Leaders The Engine Of China's New Innovation?. Forbes, online, p. 5.

Hirschinger, M., Moser, R. & Hartmann, E. 2015. Truck Sharing: Keine Laster - keine Hilfe. In: Wirtschaftswissenschaftliches Studium 44 , Nr. 7, pp. 17-23.

Jent, N. & Dietsche, R. 2015. Blind und doch weitsichtiger als Sehende. Interview with E. Manz, Zürcher Tagesanzeiger.

Jent, N. & Dietsche, R. 2015. Zwei die sich den Rücken stärken. Interview with S. Höenthal-Desch, Reformiert.

Moser, R. 2015. The Turning of the Investment Screw. fDi Intelligence, October/November, pp 94-95.

Napolitano, L. & Thoma, A. 2015. Impact Without Authority: The Individual Linchpin Capability for Creating Value With Strategic Customers. Research and Practice Knowledge Series. Palm Desert, California: B2B Value Group Sander, G. 2015. Flexible Arbeitsmodelle für Frauen. Leader, 2/2015, pp. 16-17.

Narayanamurthy, G., Moser, R., & Gurumuthy, A. 2015. Corporate Social Responsibility of Trunz Watersystems in India: Case Study on Providing Access to Drinking Water in Remote Areas. The Journal of Consultancy Development Centre, 2(9), pp 1-16.

Sander, G. 2015. Was unternimmt die Universität St.Gallen, um den Anteil der Frauen in Führungspositionen zu erhöhen? Zeitschrift Frauenfragen. Eidg. Kommission für Frauenfragen EKF, Bern. Jg. 38, pp. 124-125.

Sander, G. 2015. Women Back to Business. The Expat, 2/2015, pp. 30-31.

Sander, G. 2015. Frauen in Führung bringen. BERNpunkt, 10/2015, p. 17.

Sander, G. 2015. Rückkehr mit Kind. HSG Focus, 4/2015.

Sander, G. 2015. Der Name ist Programm: "Women Back to Business". Interview with Angela Eichler in Ladies Drive, no. 30, June 2015, pp. 58-59.

Sander, G. 2015. Der Leidensdruck ist noch nicht gross genug. Interview with Claudia Imfeld in Beobachter, 11/2015, p. 11.

Srivastava, M., Moser, R. & de Meijer, T. 2015. Internationalization and Performance in European Markets: An Asian Perspective. In: International Business Research 8, Nr. 4, pp. 122-138.

Thoma, A. & Hacker, Ch. 2015. Aus der Praxis: Interaktive Kundengespräche mit Tablets. In: Leader: das Ostschweizer Unternehmermagazin (2015), Nr. 9, S. 50-51.

Thoma, A. 2015. Social Media für B2B : Marketing & Verkauf. In: Leader: das Ostschweizer Unternehmermagazin, Nr. 8, p. 83.

Thoma, A. 2015. Kunden halten und ausbauen: Marketing & Verkauf. In: Leader: das Ostschweizer Unternehmermagazin, Nr. 7, p. 75.

Thoma, A. 2015. Wirkungsvolle Botschaften: Marketing & Verkauf. In: Leader: das Ostschweizer Unternehmer-

magazin, Nr. 6, p. 61.

Thoma, A. 2015. Wann starke Botschaften wirken: Marketing & Verkauf. In: Leader: das Ostschweizer Unternehmermagazin, Nr. 5, p. 57.

Thoma, A. 2015. Weniger Botschaften. Mehr Wirkung: Marketing & Verkauf. In: Leader: das Ostschweizer Unternehmermagazin, Nr. 4, p. 61.

Thoma, A. 2015. Tablets für Kundengespräche nutzen: Marketing & Verkauf. In: Leader: das Ostschweizer Unternehmermagazin, Nr. 3, p. 39.

Thoma, A. 2015. Wie präsentiere ich mich einzigartig?: Marketing & Verkauf. In: Leader: das Ostschweizer Unternehmermagazin, Nr. 2, p. 47.

about FIM-HSG in the Media

Gudrun Sander

„Wiedereinstieg in den Beruf: Leichter gesagt als getan?“ Radio interview with Anna Lemmenmeier in Trend: das Wirtschaftsmagazin, SRF News, 30 May 2015.

„Weibliche Karrieren zwischen Planung und Zufall.“ Interview with Mariska Beirne, Credit Suisse website, 16 June 2015.

“Die traditionellen Rollenbilder sind in der Schweiz stark verankert.“ Career blog at Careerplus.ch, 20 November 2015.

Winfried Ruigrok:

Offshoring van de manager. Volkskrant (NL), February 2015.

Keiner ist damit richtig glücklich. Handelszeitung, February 26, 2015.

Wirtschaftsstudium als Fiebermesser, NZZ, March 21, 2015.

Interview, "Meet the Deans", Financial Times, April 23, 2015.

HSG-Weiterbildung: Auch für regionale KMU das passende Angebot. Leader, April 3, 2015

TV interview, TV Ostschweiz, December 7, 2015.

Der Einzug in den Halbfinal ist geschafft. St. Galler Tagblatt, December 10, 2016.

Dem allmächtigen Patron Paroli bieten. Alexander Saheb, NZZ, December 29, 2015.

Teaching

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 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. Compulsive readings consisted of journal papers, both from academic journals (e.g., Academy of Management Journal or Journal of International Business Studies) 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 and hands-on, practice-oriented perspectives on selected IM topics. 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. 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. Andreas Kirchschräger, CEO of elea Foundation for Ethics in Globalization 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, Shell 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 2015, FIM offered the following courses:

Pre-experience Education

BA courses at HSG:

Andreas Binder:

- Einführung ins Privatrecht. Bachelor degree lecture (together with Prof. Vito Roberto), autumn semester 2015.

Regula Dietsche und Nils Jent:

- „Ability Management. Das Integrations-/Inklusionsdilemma von Menschen mit Behinderung in Wirtschaft und Gesellschaft“, contextual studies, University of St.Gallen, autumn semester 2015.

Georg Guttman:

- Introduction to Academic Writing (Exercise leader), autumn semester 2015.

Roger Moser:

- “International Management”. Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme (April 2015) – jointly with Prof. Peder Greve.
- “Doing Business in India”. Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme (April 2015) – 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 2015).
- “Dealing with Uncertainty in Dynamic Markets”. Elective course, Bachelor of Arts in Business Administration (BA-HSG) programme (November 2015).

Gudrun Sander:

- “Change Management als Chance für alle? Kulturveränderung durch Diversity & Inclusion“, joint course with Ines Hartmann, contextual studies, University of St.Gallen, autumn semester 2015.

MA courses at HSG:

Andreas Binder:

- Corporate Governance. Master degree course (together with Prof. Roland Müller), spring semester 2015.

Tomas Casas:

- International Entrepreneurship (SIM), spring semester 2015.
- China Political Economy, spring semester 2015.

Nils Jent

- “Grundlagen des Diversity Managements“, joint course with Giancarlo Scicchetti, Major Business Administration, University of St.Gallen.
- “Umgang mit Diversity im systemischen Kontext“, joint course with Giancarlo Scicchetti, contextual studies, University of St.Gallen.

Winfried Ruigrok:

- “Strategy and International Management”. (SIM) programme core course, International Management (September - December, 2015).

Gudrun Sander:

- „Und was genau soll ich dann tun? Gender- und Diversity-Kompetenz im Führungsalltag“, contextual studies, University of St.Gallen, spring semester 2015.

- "Manche sind gleicher: Inklusion im Spannungsfeld von Ökonomie und Gleichstellung", joint course with Dr. Christa Binswanger, contextual studies, University of St.Gallen, autumn semester 2015.

Gudrun Sander & Dimitrios Georgakakis

- "Diversity in teams and organisations", contextual studies, University of St.Gallen, spring semester 2015.

Christoph Senn:

- "Co-Creating Value with Strategic Customers", MUG, Master of Business Management Course, (Spring Semester 2015)
- "Managing Strategic Customers", CEMS Exclusive Course (Fall Semester, 2015)
- Global Account Management (MBA)

PhD courses at HSG:

Tomas Casas:

- Philosophy of Science (PhD seminar), autumn semester 2015

Dimitrios Georgakakis:

- "Research Methods", in Doctor of Philosophy in International Business (PhD seminar).

BA courses at other universities:

Baden Württemberg Cooperative State University, Karlsruhe, Germany:

Dimitrios Georgakakis:

- "International Leadership", in Bachelor in International Business, April 2015.

Georg Guttmann:

- "Corporate Governance", Bachelor in International Business, October 2015.
- "International Leadership", Bachelor in International Business, April 2015.

Post-experience Education

Executive Education/MBA:

Andreas Binder:

- Gesellschaftsrecht. Lecture at Intensivstudium für Führungskräfte in Klein- und Mittelunternehmen, Executive Campus, University of St.Gallen, January 21-22, 2015.
- Rechtliche Anforderungen an den Spital-Verwaltungsrat. Lecture at the seminar Wirksame Führung und Aufsicht von Spitälern, Marriott Zurich, January 26, 2015.
- Best Practice Empfehlungen für KMU. Lecture at the ZFU-Tagung Der VR in Familienunternehmen, Belvoir, Rüslikon, January 27, 2015.
- Gesellschaftsrecht. Lecture at Executive Master of Business Administration (EMBA), Executive Campus, University of St.Gallen, February 23-24, 2015.
- Gesellschaftsrecht. Lecture at Wirtschaftsrecht für Manager (WRM), module 1, Executive Campus, University of St.Gallen, March 9-11, 2015.
- Gesellschaftsrecht. Lecture at Executive Master of Business Administration (EMBA), Executive Campus, University of St.Gallen, April 20-21, 2015.

- Corporate Governance. Lecture at Executive Master of Business Administration (EMBA), Executive Campus, University of St.Gallen, May 6, 2015.
- Corporate Governance. Lecture at Wirtschaftsrecht für Manager (WRM), module 2, Executive Campus, University of St.Gallen, June 1-3, 2015.
- Corporate governance developments. Lecture at The St.Gallen part-time Executive Master of European and International Business Law (M.B.L.), Radisson, St.Gallen, June 25, 2015.
- Aktionärs-Governance bei börsenkotierten Aktiengesellschaften. Workshop at 19. Bad Ragazer Verwaltungsrats-Tage, Knight Gianella/ZfU, Grand Resort Bad Ragaz, November 27, 2015.
- Kapitalgesellschaften und Konzern. Lecture at Executive Master of Business Administration (EMBA), Executive Campus, University of St.Gallen, December 10, 2015.

Nils Jent und Regula Dietsche

- "Corporate Governance. New Diversity Management: Keep it integrated", University of St.Gallen, 7 May 2015.

Roger Moser:

- "Negotiation Tactics in India". Lecture at Global Negotiator Program, June 2015.
- "Sourcing in Emerging Markets". Lecture at Einkaufsleiterseminar, August 2015.

Winfried Ruigrok:

- Fish start to rot at the head: Reforming boards and top management teams. Half day executive education session delivered to seminar "Lehrgang Internal Auditing, Module I: Internal Audit Basics", Executive Campus WBZ, University of St.Gallen, January 27, 2015.
- The Future of Management. Lecture at capstone week "Integratives Management", Executive MBA #45, Executive Campus, University of St. Gallen, March 6, 2015.
- Corporate Governance im internationalen Vergleich. Speech delivered to the seminar „Corporate Governance: Neue Konzepte des Verwaltungsrats-Managements“, Radisson Blu, Zurich Airport, April 24, 2015.
- Managing across borders. Leading with confidence programme, Open Enrolment course offered by the St.Gallen MBA programme, June 24-25, 2015.
- The Future of Management. Lecture at capstone week "Integratives Management", Executive MBA #46, Executive Campus, University of St.Gallen, August 21, 2015.
- The Future of Management. Lecture at capstone week "Integratives Management", International Executive MBA #2, Executive Campus, University of St.Gallen, September 10, 2015.
- 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 16, 2015.
- 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, September 21, 2015.
- International Management. Core course, Full-Time St.Gallen MBA programme, Sep-Oct, 2015.
- Corporate Governance im internationalen Vergleich. Speech delivered to the seminar „Corporate Governance: Neue Konzepte des Verwaltungsrats-Managements“, Radisson Blu, Zurich Airport, November 6, 2015.
- International Management. Core course, Part-Time St.Gallen MBA programme, December 9-12, 2015.

Guidrun Sander:

- „St.Galler Management Modell“, Women Back to Business Programme, 26-27 March, 2015.
- "Strategieentwicklung und -Umsetzung", Women Back to Business Programme, 21-22 April 2015.
- „Integrative Abschlusstage“, Women Back to Business Programme, 23-24 November 2015.
- "Gender- und Diversity-Kompetenz im Führungsalltag", CAS Organisationsentwicklung & Change Leadership, IKF, Lucerne, 20-21 November 2015.

Christoph Senn:

- Global Account Management Executive Program (GAMPRO), St.Gallen, June 2015
- Global Account Manager Certification Program (GCP), St.Gallen and Singapore, February – September 2015,

Axel Thoma:

- Global Account Management Executive Program (GAMPRO), St.Gallen, June 2015. (jointly with Christoph Senn)

Presentations, External Lectures and Seminars

Andreas Binder:

- *Corporate governance* developments. Presentation at Rotary Club Waldshut-Saeckingen, Laufenburg, September 29, 2015.

Regula Dietsche:

- „Praxiserfahrung mit Diversity Management“, guest speaker at lecture on diversity & inclusion by G. Sander, October 2015.
- „Vielfalt als Vorteil im Personalmanagement“, Keynote address at 4th Baden-Württemberg Forum for HR Managers in Public Service, Stuttgart, June 2015.

Nils Jent:

- Podium guest with Pascale Bruderer and Christian Lohr, Symposium “One Year UN Convention on the Rights of Persons with Disabilities in Switzerland”, University of Basel, October 2015.

Nils Jent & Regula Dietsche:

- Input at international networking conference on the topic of «Label für Teilhabe», University of Applied Sciences & Arts for Northwestern Switzerland, Olten, February 2015.
- Dialogue sermon with pastor C. Sigrist, Grossmünster Zürich, Day of Disabled People, March 2015.
- Participation at Symposium on the UN Con-ven-tion on the Rights of Per-sons with Dis-abil-i-ties, Lucerne University of Applied Sciences & Arts, September 2015.



- Guest speakers at the lecture series on Inclusion and Working Partnership by G. Sander & C. Binswanger, University of St.Gallen, October 2015.
- „Das Leben nicht versäumen“, dialogue sermon with pastor M. Anker, St. Lawrence Church, St. Gallen, November 2015.

Nils Jent, Gudrun Sander & Regula Dietsche:

- „Vom Glück der Unterschiede“, annual conference for AGAB, Swiss Consortium of Consulting Professionals for Academic Studies and Careers, November 2015.

Roger Moser:

- Moser, R. (2015). Doing Business in Europe: A Comparison of Three Systems. Presented at SCOPE (India) Senior Executive Europe Tour, Munich.
- Moser, R. (2015). Leveraging Opportunitie in the Indian Civil Aerospace Industry: Status Quo and Future Outlook: A Project by UK Trade & Investment. Presented at UKTI Aero India Mission, Bangalore.
- Moser, R. (2015). Vocational Training in Emerging Markets: Ideas for Timor-Leste. Presented at Guest Lecture at Universidade Nacional de Timor Lorosa'e, Dili.
- Moser, R. (2015). Decision Intelligence: A Conceptual Approach & Empirical Results. Presented at Guest Lecture at PPM School of Management, Jakarta.
- Moser, R. (2015). Decision Intelligence: Thailand Automotive 2022: A Decision Making Framework Application. Presented at 1st ASEAN Automotive Summit, Bangkok.

Winfried Ruigrok:

- Validity and reliability in case study research. Guest talk in the doctoral seminar “Research Design and Methods”, Feb 23, 2015.
- The impact of top management team diversity on employer attractiveness – An upper echelons perspective on the “race for talent”. Presentation at the 6TH EIASM Workshop on Top Management Teams and Business Strategy, University of Antwerp, Belgium, March 26-27, 2015.
- Stay close to the firm’s headquarters: examining the effects of international experience on career advancement. Presentation at the 6TH EIASM Workshop on Top Management Teams and Business Strategy, University of Antwerp, Belgium, March 26-27, 2015.
- Blood is thicker: top management team nepotism and firm growth in a transition economy. Presentation at the 6TH EIASM Workshop on Top Management Teams and Business Strategy, University of Antwerp, Belgium, March 26-27, 2015.
- Too much of a good thing: Does international experience variety accelerate or delay executives’ time to the top? Research talk at Amsterdam Business School, University of Amsterdam, Netherlands, April 7, 2015.
- The more international experience the better? The link between international experience variety and career advancement. European Academy of Management, Warsaw, Poland, April 17-20, 2015.
- Graduation talk, Omnium Global Executive MBA #10, Executive Campus, University of St.Gallen, June 27, 2015.
- Executive Education in Europe: Markets and Competitors. MBA Retreat, Schloss Wartensee, June 30, 2015.

- Challenges for internationalising Swiss SMEs. Presentation at FISBA board of directors/top management team seminar. St.Gallen June 30, 2015
- Economic benefits of board diversity. Responsible Investment Corporate Access meeting, SIX Swiss Exchange, Convention Point. Zurich, July 1, 2015.
- What is needed for Swiss MNCs and SMEs to become successful in India? Horasis India Business Meeting 2015, Interlaken, July 6, 2015.
- The more international experience the better? The link between international experience variety and career advancement. Academy of Management, Vancouver, Canada, August 7-11, 2015.
- Graduation talk, St.Gallen MBA, Pfalz Keller St.Gallen, August 22, 2015.
- Better the devil you know: executive hiring modes and the emergence of top management team diversity. Research talk, Tilburg School of Economics and Management, University of Tilburg, October 16, 2015.
- St.Gallen Executive Education Report 2016 - Expert Roundtable. Radisson Blu, Zurich Airport, October 21, 2015.
- Validity and reliability in case study research. Research talk, Rotterdam School of Management, Erasmus University Rotterdam, October 30, 2015.
- St.Gallen Executive Education Report 2016--7 Preliminary Key Findings. Lunch meeting, Chief HR Officers Circle, Hotel Widder, Zurich, November 20, 2015.
- Ranking update. Lecture delivered to the School Meeting, School of Management, University of St.Gallen, November 30, 2015.
- Graduation talk, International Executive MBA #2, Executive Campus, University of St.Gallen, December 5, 2015.

Gudrun Sander:

- „Diversity-Controlling“, speech with Ines Hartmann at the University of Applied Sciences Zurich, School of Management and Law, Winterthur, 14 January 2015.
- „Organisationen verstehen: Das St.Galler Management Modell“, WIO basic module, Consecutive Master Programme in Social Work at the Universities of Applied Sciences of Bern, Lucerne, St.Gallen and Zurich, 23 February 2015.
- „Management in/von sozialen Organisationen im Rahmen von Veränderungsprozessen“, WIO basic module, Consecutive Master Programme at the Universities of Applied Sciences of Bern, Lucerne, St.Gallen and Zurich, 2 March 2015.
- „Management von Sozialen Organisationen: Ebenen, Prozesse, Steuerungsansätze“, WIO basic module, Consecutive Master Programme at the Universities of Applied Sciences of Bern, Lucerne, St.Gallen and Zurich, 7 May 2015.
- „Umsetzung der 35% Quote für Frauen im Verwaltungskader der Stadt Bern“, Diversity-Controlling Event, City of Bern Administration, 30 April 2015.
- „Lebensphasengerechtes Arbeiten / Umstieg / Quereinstieg / Wiedereinstieg“, Diversity-Controlling Event, Schweizerische Mobiliar, Bern, 4 November 2015.
- „Diversity is a given, Inclusion is a choice!“ World Tourism Forum, Lucerne, 24 April 2015.
- „Warum Gender- und Diversity-Know-how im Führungsalltag immer wichtiger wird“, Akademikerhaus lunch with guests, Thomas Reschke, University of St.Gallen, 6 May 2015.
- „Diversity & Inclusion“, Credit Suisse Real Returns closing day, 18 May 2015.
- „Kommunikation – Gender – Führung“, ZFH Universities Mentoring Programme „Frauen für Führungspositionen“, Winterthur, 21 May 2015.
- „Vom Umgang mit der Macht“, impulse day for women’s mentoring programme in the reformed churches of

Switzerland, „Frauen in die Kirchenleitungen“, Zurich, 18 June 2015.

- „Auswirkungen von Chancengleichheit auf Team Performance“, University of Zurich Executive MBA and medical faculty, 22 June 2015.
- “Female Participation – Women in Leadership Positions”, 6th annual G-20Y Summit, Evian, France, 27 August 2015.
- “Women Back to Business – For Women on the Move”, International Dual Career Network (IDCN) event, Zurich, 17 September 2015.
- “Inclusive Leadership – Der Weg zu einer nachhaltigen Führungskultur”, workshop keynote address at Swiss Leadership Forum, Zurich, 5 November 2015.
- „Vielfalt nutzen: Benchmarking 2014 – Ergebnisse und Handlungsempfehlungen“, HEKS Swiss Church Aid Management Day, Zurich, 16 November 2015.
- „Schöne neue Arbeitswelt: Im gemischten Doppel erfolgreich – aber wie?“, Management Updates – Horizons and Trends, Canton of Graubünden, Chur, 19 November 2015.
- “Zum Thema Diversity: Herausforderungen für Universitäten“, speech with Prof. Dr. René Levy, KOFRAH retreat, Ueberstorf, 25 June 2015.
- „Führung von diversen Teams“, speech with Ines Hartmann, Management Symposium for Healthcare Professionals of Central Switzerland, Cantonal Hospital Lucerne, 17 November 2015.

Axel Thoma:

- Co-Creating Value: Resolving Challenges & Building Key Capabilities. 15th Global Account Management Executive Program. Bad Horn, 2015.
- B2B Value Co-Creation Strategies. CGAM Roundtable. University of St.Gallen, 2015.
- Value Creation Dialogue: Impact without Authority. Presented at Hosted by Metso Automation, Shrewsbury, MA.



Awards, Services and Memberships

Awards

Dimitrios Georgakakis:

- Wiley Blackwell Outstanding Dissertation Award (Finalist 2015): "The Antecedents and Consequences of Top Management Team Diversity: Expanding the upper echelons research stream" Business Policy and Strategy, Academy of Management Meeting, Vancouver.

Winfried Ruigrok, Dimitrios Georgakakis & Tobias Dauth (HHL):

- Best International Paper Award (Recipient 2015): The more international the better? International experience variety and executives' career advancement. (CAR Division at the Academy of Management Meeting in Vancouver).
- Carolyn Dexter AoM Award – Academy of Management Meeting, Vancouver (Nominated 2015). The more international the better? International experience variety and executives' career advancement.
- EURAM Conference Best Paper Award (Recipient 2015): Exploring the Link between International Experience and Executives' Speed of Career Progress. European Academy of Management (EURAM) 2015, Warsaw, (POL).



Christoph Senn:

- For his service in the St.Gallen MBA program, CGAM Director Dr. Christoph Senn also won the MBA Best Elective Course Lecturer Award 2015.

Thesis Supervision

Master Theses Supervision

Andreas Binder:

- Fröhli, Carina: "Eidgenössische Volksinitiative gegen die Abzockerei (Art. 95 Abs. 3 BV) im Vergleich zur Verordnung gegen übermässige Vergütungen bei börsenkotierten Aktiengesellschaften (VegüV)".

Winfried Ruigrok:

- Huerzeler, Lucien: "Effects of CEO background on Compensation and Performance".

Winfried Ruigrok (co-referee):

- Luisa Gestner: "The determinants of M&A." (main supervisor Tomi Laamanen)
- Stephanie Lüpold: "Initiation and Assessment of a Franchise concept." (main supervisor Andreas Wittmer)

Gudrun Sander:

- Marchukova, Elena: "Aktuelle Männlichkeitsvorstellungen und ihr Einfluss auf väterbewusste Personalpolitik in Unternehmen"
- Inguscio, Patricia: „Leitbild zur Ermöglichung von Teilzeitführung“
- Garbe, Carina Michaela: „The influence of gender diversity in boardrooms on risk management and firm performance of Swiss companies during the recent financial crises“

Guðrun Sander & Nils Jent

- Peyer, Talina: "TopSharing – Geteilte Führungspositionen"

MBA project supervision

Winfried Ruigrok:

- Oliver Schuster. Pre-Dominant market entry modes of the medical device industry in Mexico. Part-Time MBA, 2015.

Bachelor Theses Supervision

Andreas Binder:

- Piller, François: "Vom freien Beruf zur Anwalts-AG – Eine Untersuchung der Rechtsform von Anwaltskanzleien mit besonderer Berücksichtigung der Aktiengesellschaft"

Nils Jent:

- Kannanmannil, Kavitha: „Welche Verhaltensweisen von Führungsverantwortlichen und ArbeitskollegInnen führen im ersten Arbeitsmarkt zu einer positiven Arbeitszufriedenheit für behinderte Mitarbeitende?“
- Savkina, Kristina: „Welche Kennzahlen des Diversity Management für die innerbetriebliche Altersstruktur lassen sich entwickeln, damit der Nutzen von Age-Diversity periodisch überprüft und verteilungsgerecht optimiert werden kann?“
- Kosinowski, Gerhard: „Wie kann das Bildungssystem zur Inklusion von Menschen mit Behinderung beitragen?“

Winfried Ruigrok:

- Belfrage, Julia: "Nationality and international experience".
- Zwicker, Laura: "The impact of TMT diversity on firm performance".
- Julian von Fisher: "The performance effects of CEO succession."

Guðrun Sander:

- Viloz, Anja: "Marktanalyse und Positionierung einer Kinderkrippe - Fallstudie bezogene Analyse der Umwelt und Organisation"

Doctoral dissertation supervision

Andreas Binder (Co-Supervisor):

- Gutzwiller, Roman: „Die Einflussnahme des Staates als Aktionär auf die Strategie der Aktiengesellschaft“ (ongoing).

Nils Jent:

- Khezri, Bijan: "Redefining the Foundation for Board Effectiveness and Success of Mid-Market Growth Companies (in Disruptive Market Environments): Diversity Optima and Beyond".
- Hathorn, Michael: "Impact of Governance Structure on Leadership Effectiveness".

Winfried Ruigrok:

- Jens Winkler: "Strategic Decision Making under Uncertainty and Equivocality".

Other thesis supervision

Axel Thoma:

- coaching of five value creation papers as part of the Global Account Manager Certification Program 2015 of the Executive School of Management, Technology and Law.

Memberships and services to HSG community

Georg Guttmann:

- Member of the Academic Jury of the St. Gallen Wings of Excellence Award, 45th St. Gallen Symposium.

Winfried Ruigrok:

- Dean, Executive School of Management, Technology and Law.
- President's Delegate for University Development.
- Member (ex officio), Senatsausschuss.
- Member (ex officio), HSG International Advisory and Alumni Board.
- Chair, search committee, sponsored chair "Business Economics and Public Policy".
- Chair, Supervisory Board, Asia Connect Center.
- Member, Supervisory Board, Forschungsgemeinschaft für Nationalökonomie (FGN-HSG).
- Member, Internationalisation Committee, University of St.Gallen.
- Member, Management Team (Abteilungsausschuss), School of Management.
- Member, foundation board, Henri B. Meier Foundation.
- Steady invited guest (ex officio), HSG alumni board.
- Jury member, Leadership Assessment Week, St.Gallen MBA Programme, University of St.Gallen.
- Jury member, Leadership Assessment Preparation Week, St.Gallen MBA Programme, University of St.Gallen, February 18-19, 2015.

Gudrun Sander:

- Member, search committee (Berufungskommission), School of Economics and Political Science, University of St.Gallen.

Memberships and services to other organizations

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.

Dimitrios Georgakakis:

- Reviewer for Leadership Quarterly
- Reviewer of the European Academy of Management
- 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:

- Member of the Academy of Management
- Member of the Academy of International Business
- Reviewer European Management Journal

Nils Jent & Regula Dietsche:

- Advisory Board Members, Swiss Handicap
- Foundation Board Members, Béatrice Ederer Weber Foundation
- Advisory Board Members, Institute of Occupational Therapy, ZHAW School of Health Professions

Winfried Ruigrok:

- Member, Chief HR Officer Circle Switzerland.
- Jury Member, Swiss Agency for Foreign Trade Promotion (OSEC) Export Award.
- Panel member, Swiss National Science Foundation, SCOPES projects (Scientific co-operation between Eastern Europe and Switzerland), Panel I (Social Sciences), Bern.
- Member, Advisory Board, Ostschweizer Berufs- und Bildungs-Ausstellung (OBA).
- Member, Editorial Board, European Journal of International Management (EJIM).

Gudrun Sander:

- Member of the Women's Empowerment Principles Leadership Group (WEP) – UN Women and UN Global Compact
- Jury Member of the WEP's CEO Leadership Award
- Member of Principles for Responsible Management Education (PRME) Working Group on Gender Equality – UN Global Compact
- Expert Advisor, Swiss Federal Office of Gender Equality
- Member of the Board and Finance Committee, OBVITA
- Member HSG Alumni Association
- Member SMG Schweizerische Management Gesellschaft
- Member EWMD European Women's Management Development Network
- Member LLL League of Leading Ladies
- Member GetDiversity
- Member Female Board Pool

Professional services and reviews

Winfried Ruigrok:

- Reviewed for Annual Conference, Academy of Management, Vancouver, Canada, August 7-11 2015 (both for the International Management division and the Business Policy and Strategy division).
- Reviewed for Annual Conference, European Academy of Management, Warsaw, Poland, June 17-20 2015.
- Reviewed for several academic journals, incl. Journal of World Business.
- Editorial board member, European Journal of International Management.

Governance

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

Leadership Team



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Director Research Institute for
International Management



Prof. Dr. Andreas Binder
Director Corporate Governance
Competence Centre



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



Dr. Regula Dietsche
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for Diversity and Inclusion



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Prof. Dr. Gudrun Sander
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Dr. Axel Thoma
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Assistant CCDI (-Sept. 14)

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Julia Hegnauer
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