



RSM Self Assessment Report 2015-2020

Documentation for the International
Peer Review Committee

June 2021

Appendices

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Appendices

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Appendices

The appendices include tables with figures on composition, funding and case studies. Next to the mandatory tables, as decided and formulated in collaboration with the participating schools of the national research assessment 'Business and Economics', the RSM Appendices contain additional tables and figures. They are all cross-referenced in the report text.

Appendix 1

Table 1 includes a summary of the evidence that is presented for each of the quality domains, namely research quality and relevance to society. The evidence/data is then presented in the remainder of this appendix.

Output indicators

Quality Domains		
	Research quality	Relevance to Society
Assessment Dimensions	Demonstrable products <ol style="list-style-type: none"> 1. Research products for peers <ul style="list-style-type: none"> - refereed and non-refereed articles classified according to the ERIM Journal list, UTD24 and FT50 - number of scientific books and chapters - number of dissertations - number and type of Open Access articles 	4. Research products for societal target groups <ul style="list-style-type: none"> - Media presence / newspapers, RSM Discovery analytics, Almetric - Articles/book chapters in professional journals (M*) and/or output aimed at professional audiences and/or public - SDG mapping of research output
	Demonstrable use of products <ol style="list-style-type: none"> 2. Use of research products by peers <ul style="list-style-type: none"> - Citations of academic, referred articles (UTD24, FT50) 	5. Use of research products by societal groups <ul style="list-style-type: none"> - Contract research - Impact narratives
	Demonstrable marks of recognition <ol style="list-style-type: none"> 3. Marks of recognition from peers <ul style="list-style-type: none"> - Research grants 	6. Marks of recognition by societal groups <ul style="list-style-type: none"> - number of appointments paid by societal groups – externally funded chairs/ endowed professors

Research Quality Evidence & Indicators

1. Research products for peers

i. Academic output table per EJL class

Output type ¹	EJL class	2015	2016	2017	2018	2019	2020
Article/Letter to the editor	STAR	46	35	42	50	73	62
	P	38	29	36	40	45	49
	EP	7	5	9	9	7	8
	EP*	12	14	10	21	14	15
	IA	9	9	13	6	3	7
	S	25	23	24	15	19	16
	Non-Core ISI 2nd	11	7	10	11	12	12
	Non-Core ISI 3rd	5	10	6	7	5	9
	Non-Core ISI 4th	2	2	2	0	3	0
Article/Letter to the editor - Total		155	134	152	159	181	178
Part of book - chapter		35	23	39	34	29	25
Doctoral thesis		21	23	16	14	22	16
Book - monograph - book editorial		8	5	10	12	8	8

Source: Research Information System (Metis) of the Erasmus University Rotterdam (EUR)

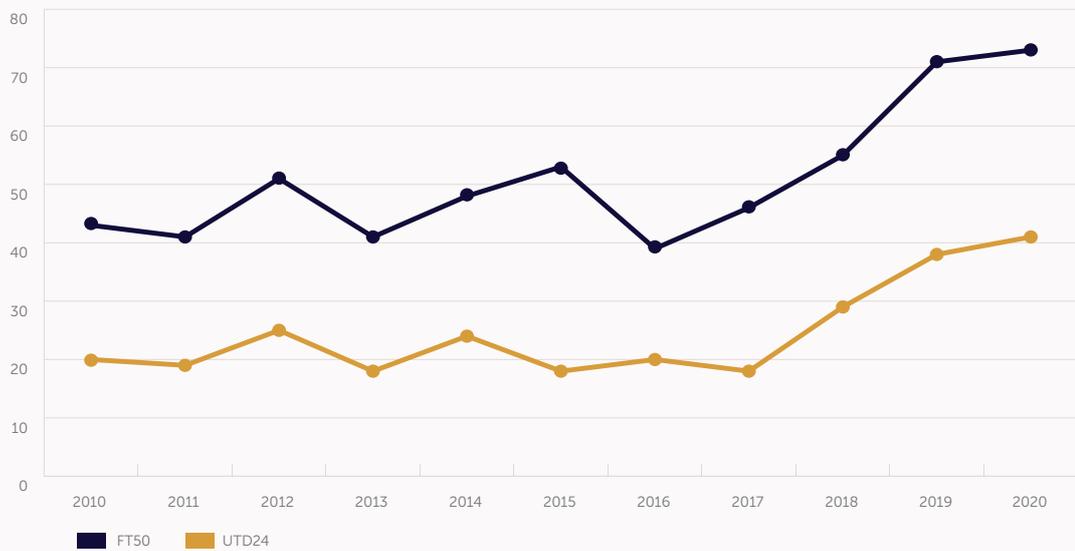
Note 1: The ERIM Journal list provisions are explained here:

<https://www.irim.eur.nl/about-irim/irim-journals-list-ejl/provisions/>

Note 2: Legend for Academic output table per EJL class.

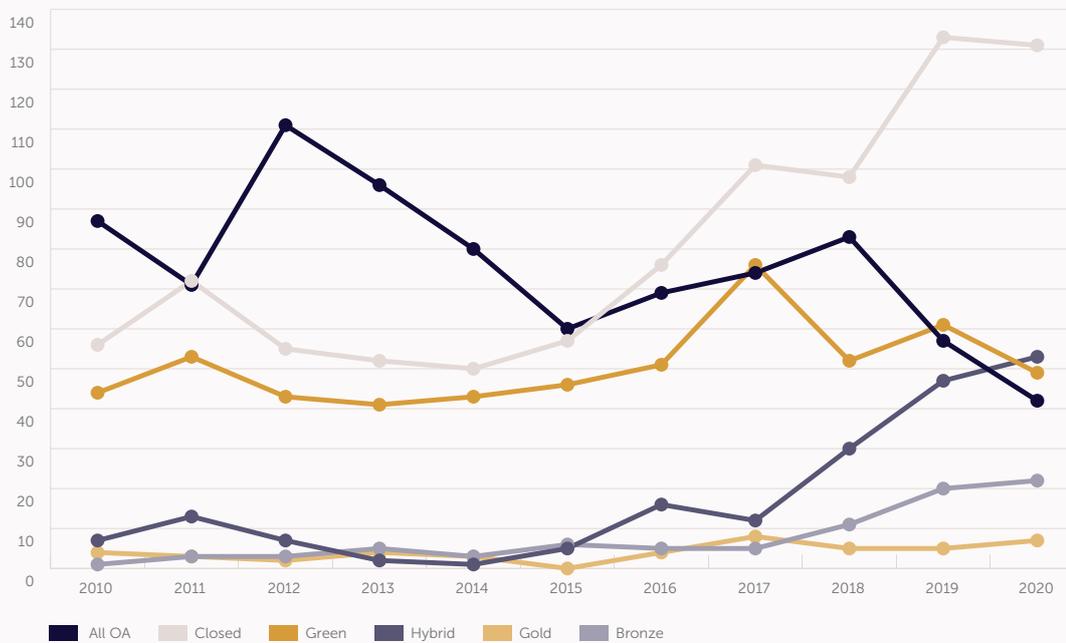
Class Name Full ²	Class Name Short
Equivalent Primary EJL	EP
Equivalent Primary STAR EJL	EP*
International Academic	IA
Primary EJL	P
Primary STAR EJL	STAR
Secondary EJL	S
Non-Core ISI 2nd	NonCore ISI 2nd
Non-Core ISI 3rd	NonCore ISI 3rd
Non-Core ISI 4th	NonCore ISI 4th

ii. UTD24 and FT50 publications for the period 2010-2020.



Source: Membership Information System (MIS) of the Erasmus Research Institute of Management (ERIM)

iii. Open Access figures for referred articles for the period 2010-2020.



Source Digital Science – Dimensions.AI - <https://app.dimensions.ai/>

2. Use of research products by peers

Entity	Scholarly Output	Output in Top 5% Citation Percentiles (%)	Publications in Top 5% Journal (%)	Cited Publications (%)	Citations per Publication	Number of citations	Citations/publication	Field-Weighted Citation Impact
RSM-FT50	321	21,4	73,8	95,3	24,1	7969	24,8	3,15
RSM-TopCoreEJL	559	19,3	69,1	95,2	21,5	12412	22,2	2,84
RSM-UTD24	158	16,7	67,1	93,7	23,9	3901	24,7	3,01

Source: Elsevier - SciVal - <https://www.scival.com>

3. Marks of recognition from peers

i. Research grants: overview

Project	Grant provider / Commissioning party	Amount	Start year
INDEEP	NWO	€ 254.863	2015
MOOC Introductie Innovatie Management	CvB, EUR	€ 65.000	2015
IPTOP	Danish Innovation Fund	€ 22.093	2015
Artful leadership	Erasmus+	€ 64.977	2015
e-URBAN	Gemeente Rotterdam en CvB, EUR	€ 140.000	2015
Better Science through Better Crowdsourcing	NWO	€ 250.000	2015
HUMANITECH	H2020	€ 165.600	2015
Kunstmatige intelligentie in de sierteeltketen	Topsector Tuinbouw	€ 740.000	2015
LDE - fonds aan Centre for Metropolis an	CvB, EUR	€ 545.000	2016
Integr. of realistic demand models (EUR Fellowship)	CvB, EUR	€ 121.444	2016
CO2REOPT	NWO	€ 125.129	2016
RUGGEDISED	H2020	€ 552.563	2016
Hoofdproject Zelfregulering	Ministry van SZW	€ 1.237.949	2016
SURF STAD	NWO	€ 218.974	2016
ISOLA	NWO	€ 214.448	2016
SELIS	H2020	€ 857.250	2016
The impact of expression modalities	NWO	€ 207.944	2016
Improving Quant. Decision Making	NWO	€ 250.000	2016
iWIRE	H2020	€ 20.997	2016
Sino-Dutch Scholarship Nuffic	Nuffic	€ 32.226	2016
LDE Cfs - Van Baren	CvB, EUR	€ 99.790	2016
SNIP Erasmus+	CvB, EUR	€ 5.450	2016
SNIP GLOBPHIL	CvB, EUR	€ 9.115	2016
SNIP MOOC Sustainable Development Goals	CvB, EUR	€ 27.000	2016
ENABLE	Erasmus+	€ 438.530	2016
Erasmus Center Str. Competitiveness Res	CvB, EUR	€ 350.000	2016
Unveiling micro-foundations	CvB, EUR	€ 450.000	2016
SNIP Corporate Venturing	CvB, EUR	€ 9.054	2016
Trans-Sonic	NWO	€ 199.201	2017
ADAPTATION	NWO Complexity	€ 212.117	2017

Project	Grant provider / Commissioning party	Amount	Start year
Smart Data Factory Innovations	NWO	€ 30.000	2017
Data for Compliance in E-Commerce	NWO	€ 40.000	2017
TKI_Mens en Robot in het magazijn	TKI Logistiek	€ 65.000	2017
THE DEMATERIALIZATION OF CONSUMPTION	Marketing Science Institute	€ 4.500	2017
Self-control without the Self	NWO	€ 250.000	2017
EITHealth 2017	Erasmus MC	€ 29.000	2017
Tel mee met Taal	NWO	€ 23.656	2017
COLLECTORS	H2020	€ 36.875	2017
Inclusive Prosperity	CvB, EUR	€ 677.000	2017
ISM - KA	Erasmus+	€ 826.226	2017
EURHISFIRM	H2020	€ 320.000	2017
AssetDrive	NWO Topsector Water	€ 209.474	2017
Corporate-startup readiness scan	Ministerie van EZ	€ 14.800	2017
Assortment Genius	NWO	€ 40.000	2018
NWO Lead time optimizer	NWO	€ 40.000	2018
R. de Koster NWO	NWO	€ 40.000	2018
Hands off Hands on	NWO	€ 250.000	2018
Gelijke Kansen in het Onderwijs	NWO	€ 50.082	2018
ReTraCe Realising the Transition to the	H2020 MC	€ 265.620	2018
Governance HIC	HIC	€ 39.800	2018
PROPHETS	H2020	€ 199.688	2018
RURASL	Erasmus+	€ 103.606	2019
Studentwelzijn Groepscoach Applicatie	NWO	€ 50.000	2019
Leveraging neural data to improve forecasts of population-level behaviour	CvB, EUR	€ 133.652	2019
GEDAC	Province of Limburg	€ 23.000	2019
The effect of goal-setting and other interventions on study success	CvB, EUR	€ 56.650	2019
GEDAC	NWO	€ 187.871	2019
SHAREHOUSE2	NWO	€ 500.000	2019
CILOLAB	NWO	€ 244.102	2019
CATALYST	NWO	€ 244.102	2019
Using consumer online click stream data for dynamic pricing strategies	Trustfonds	€ 58.400	2019
Captured Financial Authorities	NWO	€ 250.000	2019
Optimal capacity and demand management for services with wide-spread demand	NWO	€ 248.863	2019

Project	Grant provider / Commissioning party	Amount	Start year
PLANET	H2020	€ 402.250	2020
IFI	Erasmus+	€ 63.409	2020
Strategic Adaptations to Climate Change: A Strategy-As-Practice Perspective	Strategy Research Foundation	€ 20.000	2020
BlockEcon	NWO	€ 118.519	2020
Is COVID-19 a threat to banks and financial stability in Europe?	NWO-ZonMw	€ 79.930	2020
The effect of Covid-19 on innovation and corporate venturing activities of organisations	NWO-ZonMw	€ 24.960	2020
Climate risks in investment portfolios	Netspar	€ 225.000	2020
Do more sustainable companies perform better during the corona crisis?	Netspar	€ 20.000	2020
Climate Change and Long-Horizon Portfolio Choice: Combining Theory and Empirics	Netspar	€ 20.000	2020
Maintaining Equal Economic Opportunities in the Wake of the Covid-19 Pandemic	Trustfonds	€ 17.500	2020
UNICA	NWO	€ 1.500.000	2020

Source: Funding team & Project Desk, RSM

Relevance to Society Evidence & Indicators

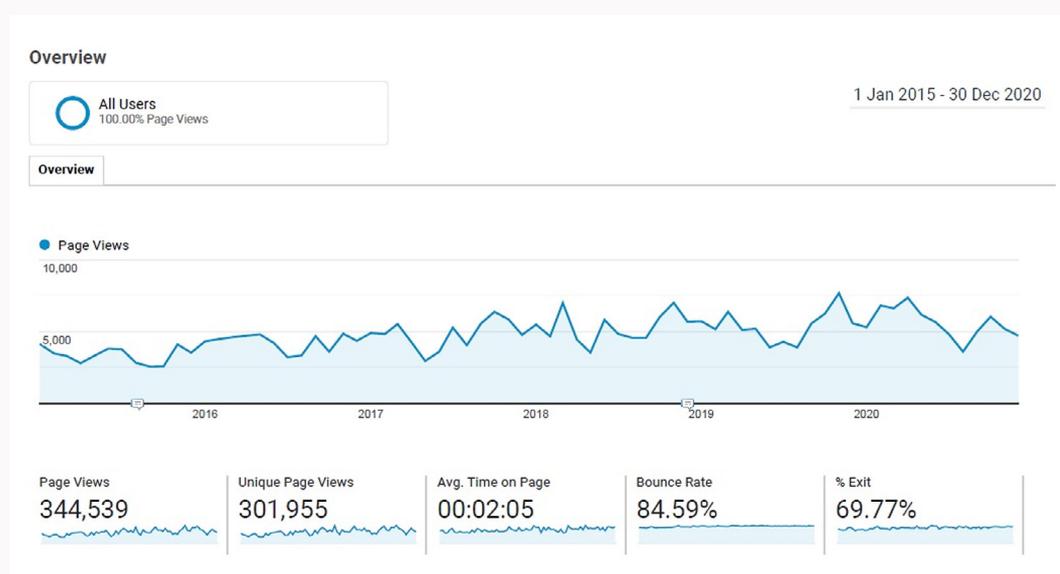
4. Research products for societal target groups

i. Media presence for the period 2015-2020

2015	Number of mentions	2018	Number of mentions
Total	1576	Total	737
Magazine	169	Magazine	26
Newsletter	1	Newsletter	2
Newspaper	346	Newspaper	29
Online	1008	Online	670
Radio	29	Radio	10
TV	23	TV	0
2016	Number of mentions	2019	Number of mentions
Total	1917	Total	1645
Magazine	99	Magazine	75
Newsletter	5	Newsletter	3
Newspaper	149	Newspaper	129
Online	1617	Online	1426
Radio	36	Radio	8
TV	11	TV	4
2017	Number of mentions	2020	Number of mentions
Total	1887	Total	1894
Magazine	84	Magazine	68
Newsletter	2	Newsletter	4
Newspaper	112	Newspaper	245
Online	1645	Online	1566
Radio	39	Radio	6
TV	5	TV	5

Source: RSM webservices

ii. RSM Discovery analytics.



Source: RSM webservices/Google Analytics

iii. Almetric analytics

Mention Type	Output Type	2015	2016	2017	2018	2019	2020	Grand Total
Tweet	Article	886	755	2185	1914	1623	2702	10065
	Book		12	75	309	55	53	504
	Chapter	1			3	1		5
News story	Article	112	55	46	103	91	122	529
	Book		9	7				16
Blog post	Article	28	16	16	42	17	22	141
	Book					1		1
Facebook post	Article	24	36	38	62	41	18	219
	Book		2	4	2			8
Reddit post	Article	8	2	1	1	3	16	31
	Book			1				1
Wikipedia page	Article	3	3	1	5	2	2	16
	Book		1	1				2
Policy document	Article	11	14	12	17	4	3	61
	Book		1	1				2

Source Digital Science – Almetric - <https://www.altmetric.com/>

iv. Articles/book chapters in professional journals (M*) and/or output aimed at professional audiences and/or public

Output type ¹	EJL class	2015	2016	2017	2018	2019	2020
Article/Letter to the editor	DP	7	8	12	4	3	1
	IP	22	28	23	13	3	10
	M	5	1	2	0	2	0
	New (to be classified)	2	2	4	14	12	17
	POP	9	15	5	0	2	0
	M-STAR	1	3	6	5	4	2

Source: Research Information System (Metis) of the Erasmus University Rotterdam (EUR)

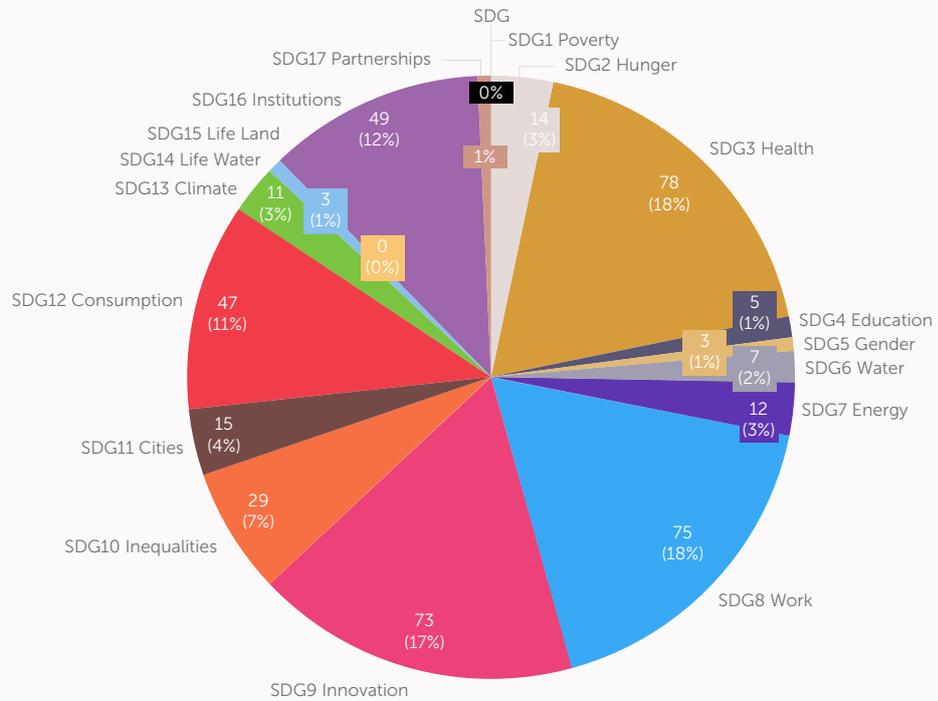
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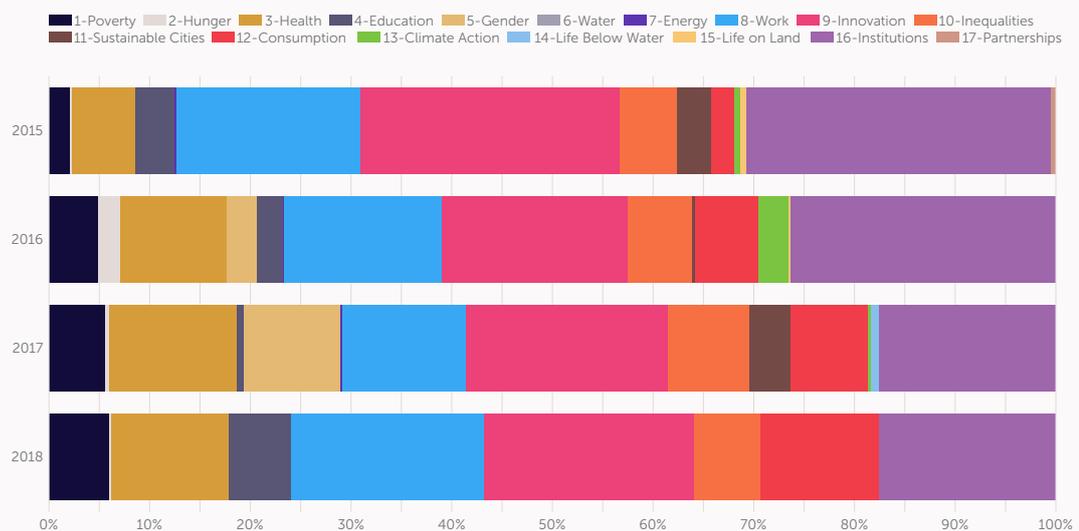
Class Name Full ²	Class Name Short
Dutch Professional	DP
International Professional	IP
Managerial EJL	M
New(to be classified)	New
Popularizing	POP
Primary M-STAR	M-STAR

v. SDG mapping

Research output (FT50/UTD)



PhD dissertation



5. Use of research products by societal groups

i. Contract research: overview

Project	Grant provider / Commissioning party	Amount	Start year
Leadership Big Data Program 2016	Bedrijven	€ 106.600	2016
Definitiestudie Energie PoR	Bedrijven	€ 25.050	2016
Quick-Scan standards Smartport	Havenbedrijf Rotterdam	€ 30.000	2016
IET Health	Erasmus MC	€ 30.000	2016
Big Society	Bernard van Leer Foundation	€ 221.580	2016
Developing governance diagnostics PBL	Ministerie BuZa	€ 19.500	2016
Inclusive BM for Frugal Innovation	CvB, EUR	€ 25.000	2016
Corporate Foundations	Companies	€ 100.000	2016
EFRO ScaleUpNation	Companies	€ 93.828	2016
Vivat	Vivat Insurancs	€ 495.000	2017
Leadership Big Data Program 2017	Companies	€ 91.200	2017
Evaluatie Partnerschap RABO-WNF	Rabobank Nederland	€ 56.000	2017
UNU-IAS & ECAP Project	UNU-IAS	€ 12.600	2017
Samenwerking PBL & RSM	PBL	€ 27.000	2017
Klacht is een gratis advies	Politie&Wetenschap	€ 75.340	2017
NRI Study on Attention Economy Japan	Companies	€ 40.500	2018
Leadership Big Data Program 2018	Companies	€ 91.200	2018
Purchasing en supply management in hc	NEVI	€ 40.000	2018
DARE	Gemeente Rotterdam	€ 292.000	2018
Chair ABN-AMRO	ABN-AMRO / Trustfonds	€ 500.000	2018

Source: Funding team & Project Desk, RSM

ii. Impact Narratives.

Developed by RSM's Case Development Centre.

Managing Lean Success: A Warehouse Balancing Act (A) & (B)

This two-part case was developed by Professor René de Koster in collaboration with RSM Case Development Centre and CEVA Logistics. It looks at the challenges of CEVA Logistics, in remaining true to its lean management principles and sustainability commitments of worker-centric operations while trying to meet important new customer's demanding requirements as well as attracting and retaining qualified employees in an unfavourable business environment. Case A focuses on CEVA's dilemma of choosing between a directive and a transformational leadership approach, and Case B focuses on CEVA's struggle to increase its labour force at a time when the logistics industry is undergoing transition due to the changing economic and political situation and the rising trend of automation.

An award winner of the 2020 EFMD Case Writing Competition in the category Continuous improvement: the journey to excellence, the case is part of the RSM Sustainable Development Goals (SDGs) case series, with a focus on SDG 8 (Decent Work and Economic Growth) and is closely related to SDG 9 (Industry, Innovation and Infrastructure).

The aim of the case is to familiarise students with behavioural considerations in supply chain management. As future or current managers, students need to be aware of potential behavioural consequences of decisions in the entire domain of operations management. This awareness will lead to higher quality decisions and outcomes.

The case is targeted at master students (MSc, MBA, EMBA) and executive students of supply chain management, operations management, logistics, organisational behaviour, leadership, or human resources management. It can also be used for teaching sustainability and general strategic management. After discussing the case, students should be able to:

1. Describe directive leadership and transformational leadership, respectively;
2. Discuss the benefits and costs of directive leadership and transformational leadership, respectively;
3. Formulate ways to implement transformational leadership;
4. Critically evaluate whether transformational leadership enhances productivity;
5. Critically evaluate the value of human capital in the age of automation; and
6. Creatively design a solution for a traditionally labour-intensive industry that is facing the challenge of rising labour costs and increasing automation.

This case was inspired by the research of **De Koster and his team who are** devoted to studying warehouse robotics management by focusing on systems with autonomous mobile robots and co-botic systems (humans work alongside robots in a collaborative fashion). They look at both behavioural and analytical models to optimise the design, deployment and use of such systems and the deployment of people working with them.

The EFMD case writing competition jury commented that the case is an excellent example of continuous improvement, which conveys that systems optimisation is both a philosophy and a technical question. Furthermore, the jury said that the case raises a much-needed debate between directive leadership and transformational leadership as well as allows a great diversity of pedagogical objectives (lean, leadership, sustainability).

Public Transporter RET: Taking a New and Sustainable Route in Rotterdam

The case was developed by Dr. Tobias Brandt in collaboration with RSM Case Development Centre and the RET company, with input from Dr. Otto Koppius, Dr. Pieter van den Berg, and Ayman Abdelwahed. Much of the case data came from the RUGGEDISED project that the researchers took part in.

This case looks at the challenges of Rotterdam Electric Tram (RET), a large public transportation company, in transitioning its fully diesel-powered bus fleet to become 100% electric by 2030. There were many challenges to this transition, ranging from infrastructure management to electricity supply, scheduling and pricing. RET has to first make a business case for investing in electric buses to demonstrate that the transition is not only feasible but also economically sustainable.

The case is part of the RSM Sustainable Development Goals (SDGs) case series. With a focus on SDG 11 (Sustainable Cities and Communities), it is also closely related to SDG 7 (Affordable and Clean Energy), SDG 9 (Industry, Innovation and Infrastructure) and SDG 13 (Climate Action).

The aim of the case is to familiarise students with the complex challenges in operational management in relation with sustainable development. This familiarity will lead to more responsible and higher quality decisions in companies' operational and overall management.

Targeted at master students (MSc, MBA, EMBA) and executive students of business information and innovation, operations management, or sustainability related studies, the case serves the following learning objectives:

1. Understanding the operational management challenges for a public transport company in transition;
2. Analysing the effects of different operational interventions to create a sustainable city;
3. Creating a business model that sustains both the future of a city as well as of the company itself;
4. Understanding the different SDGs related to creating a sustainable city and how they are linked;
5. Understanding the concept of systemic change and evaluating where a business strategy lies in the system of change.

The case presents a complex situation that is typical in sustainable development: in order to address a problem, other problems will surface. These problems are intertwined and cannot be tackled separately. Therefore, we must take a holistic approach when solving the challenges faced by companies like RET. The two assignments that go with the case reflect exactly this holistic approach: the first addresses the specific challenges outlined in the case with a focus on operational management; the second – with a focus on sustainability – addresses more general challenges relevant to many companies today who are experiencing a transition from using a traditional business model to a sustainable one.

Takeaway.com: Exponential Growth in Online Food Ordering and Delivery

This case was developed by Prof. Justin Jansen and Prof. Tom Mom in collaboration with RSM Case Development Centre and Takeaway.com. It highlights the organisational, international and strategic challenges faced by a leading internet restaurant aggregator, Takeaway.com, in the food online ordering and delivery (FOOD) industry after receiving a mandate for rapid international growth through investor and IPO funding. By closely examining this high-profile internet company, the case describes the concepts of scalability and network effects, and the industry's changing business model, from one of online aggregator to one of vertically integrated food logistics companies.

The case is part of the RSM living case series. Unlike traditional cases that examine an isolated event, these cases follow the companies for years and discuss the challenges they face in different phases of their growth. Besides Takeaway.com, the series also include cases about Coolblue, YoungCapital, SecureLink, and Jumbo – and more cases are being added to the series. Thanks to the researchers' deep involvement with the companies, these cases can be updated whenever necessary to include new events and new insights.

The aim of the Takeaway.com case is to push students to reflect on the company's competitive position and to decide on its best course of action: to reach scalability and continue to expand in international markets, and to survive its rapid organisational growth, while maintaining a centralised structure, which is key to its successful business model.

Suitable for master students (MSc, MBA, EMBA) and executive students of entrepreneurship, strategy, and organisational management, the case can also be used for professional training programmes such as in the Erasmus Centre for Entrepreneurship (ECE)'s Erasmus Business Programme and by the case company itself in its internal programmes.

After discussing the case, students should be able to:

1. Understand the concepts of scalability and network effects;
2. Discuss the key elements of a successful, scalable online business model;
3. Describe the challenges faced by online aggregators in entering new markets, and the requirements for reaching market dominance;
4. Determine potential issues faced when an organisation grows too quickly; and
5. Explore and evaluate different options for Takeaway.com to 1) successfully grow and integrate its organisation; 2) reach scalability in more markets while continuing to expand internationally; and 3) manage the new competitive requirements for food delivery and logistics services.

Jansen's and Mom's research shows that despite a good starting position and a scalable revenue model, many fast-growing companies struggle with internal challenges like attracting new talent, obtaining follow-up financing, and handling explosive complexity as their organisation expands. On the other hand, companies that continue to grow structurally deal with the typical 'growing pains' in a similar way: simplifying things by identifying core values, delegating activities, and applying critical performance indicators that enable employees to add value to attract existing and new customers. The Takeaway.com case is an exemplar of how a fast-growing company could navigate the course from a start-up to a scale-up.

Sustainable Eosta: Leading Organic Trade by Valuing People and Environment

This case was developed by Prof. Rob van Tulder in collaboration with RSM Case Development Centre and Eosta BV. Eosta is Europe's leading distributor of organic and fair-trade fruits and vegetables who experienced a 40% growth in turnover during the first months of 2020 when Covid-19 broke out. Driven by its strong leadership, Eosta incorporated the UN's SDGs into the core of its business and actively developed projects on soil conservation, transparent supply chains, sustainable packaging, social development, living wages, and healthy food. Furthermore, it pushed forward a new definition of profit and cost accounting that includes the impacts on environment and society. While Eosta continues to pursue greater and lasting sustainable impact, it has to manage explosive growth and the complexities that come with it.

This case is part of the RSM Sustainable Development Goals (SDGs) case series. With a focus on SDG 12 (Responsible Consumption and Production), the case is also closely related to many other SDGs, including SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-being), SDG 6 (Clean Water and Sanitation), SDG 14 (Life below Water), and SDG 15 (Life on Land).

The aim of the case is to make a realistic assessment of true leadership for sustainability and to illustrate how purposeful leaders can motivate a vast array of partners and institutions to push sustainable messages across value chains, organisations, and food and financial markets, creating transformational and lasting change.

The case is suitable for master students (MSc, MBA, EMBA) and executive students of business and society management, corporate entrepreneurship, leadership, or sustainability related studies. After discussing the case, students should be able to:

1. Identify the drivers that motivate purposeful leadership towards sustainability and its impact on sustainable development and transformational change;
2. Understand how Eosta has been able to prioritise and incorporate many of the SDGs operationally into the core of its business, and analyse the nexus between SDG 12 and other SDGs.
3. Explore the challenges of leadership in decision-making, business resilience and risk assessment during a period of crisis; and
4. Analyse the concepts of sustainable, circular, and inclusive business models.

The teaching instructions of the case are based on the framework developed by Van Tulder, which encompasses three foundational concepts: the 'wickedness' of sustainable development, the 'nexus challenge' of SDGs, and 'intervention strategies'. The framework has also served as a basis for many other RSM SDG cases whose content varies from water solutions for rural areas in Brazil, to female entrepreneurship in India, and to the role of a corporation in creating peace in The Philippines. By taking an integrated approach to decision-making that focuses not merely on individual components but the entire system, these cases compel students to explore the possibilities of potentially positive interactions between different SDGs and to propose adjustment to an existing intervention strategy. While stimulating systems thinking, the cases are also designed in a way to help students understand how sustainability goals – often viewed as broad and abstract – can be translated into concrete actions in day-to-day management.

6. Marks of recognition by societal groups

i. List of externally funded chairs

1. Endowed Professor of Standardisation Management
2. BDO/Rabobank Chair in Family Business
3. Stichting Hagelunie Chair in Innovation in Horticulture
4. Association for Purchasing Management (NEVI) Chair
5. ABN-AMRO Chair on Institutions and Collective Action

Appendix 2

Research Staff / Human Resources Data

A. Research Staff

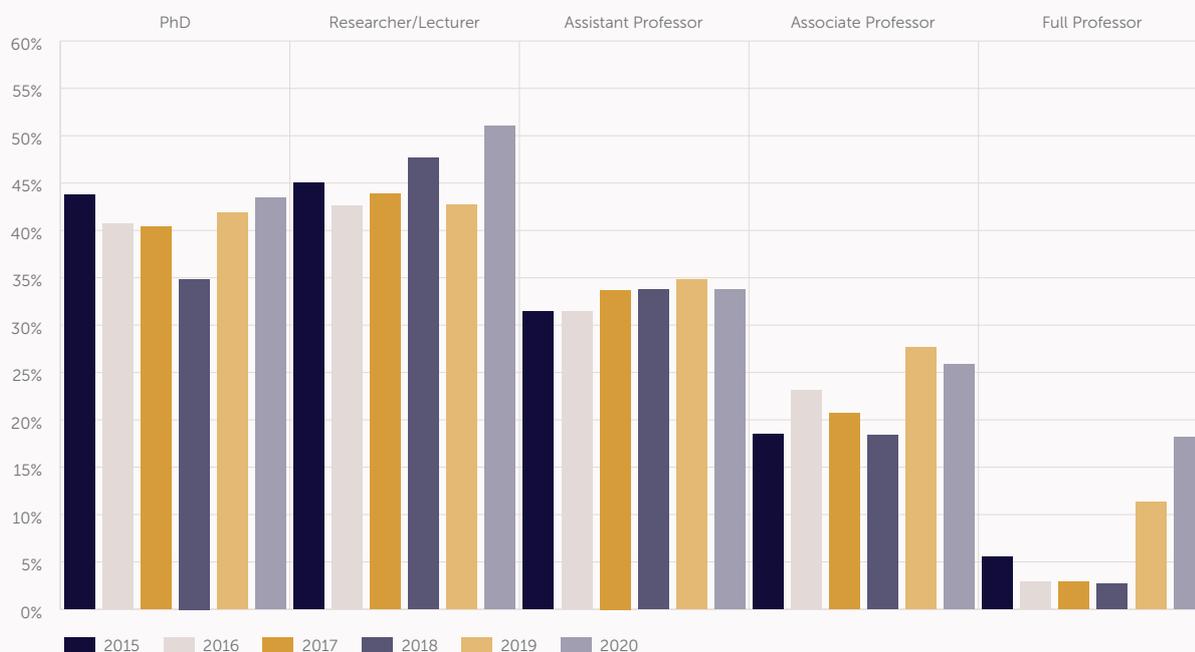
		2015	2016	2017	2018	2019	2020
Staff categories		# /FTE					
Research/ Scientific staff	Full professors (incl Dean)	36/29,4	36/31,2	34/27,9	37/29,9	54/45,8	55/47,5
	Associate professors	54/50,9	52/48,2	57/51,7	61/55,3	66/58,8	58/52,6
	Assistant professors	86/81,2	86/83	92/88,3	89/85,4	89/85,6	87/83,6
	Postdocs	30/26,3	25/20,4	34/25,8	41/30,4	41/30,4	39/27,9
	PhD students ¹	112/110,8	108/103,6	109/102,9	109/105,5	105/102,4	106/104,1
Total		319/299,4	308/286,5	326/296,5	337/306,5	355/323,1	345/315,8

Note 1: Figures reported here refer to employed PhD candidates (category 1a) according to the VSNU categorisation: Because of the methodology HR follows to compute the FTE, the total number of PhDs may differ from the total FTE (which does not represent the 1FTE 'norm' for the ERIM PhDs).

Source: Datawarehouse (HR Rapportages), Erasmus University Rotterdam (EUR)

B. Diversity

Figure 1. Percentage of Female Academic staff for the period 2015-2020



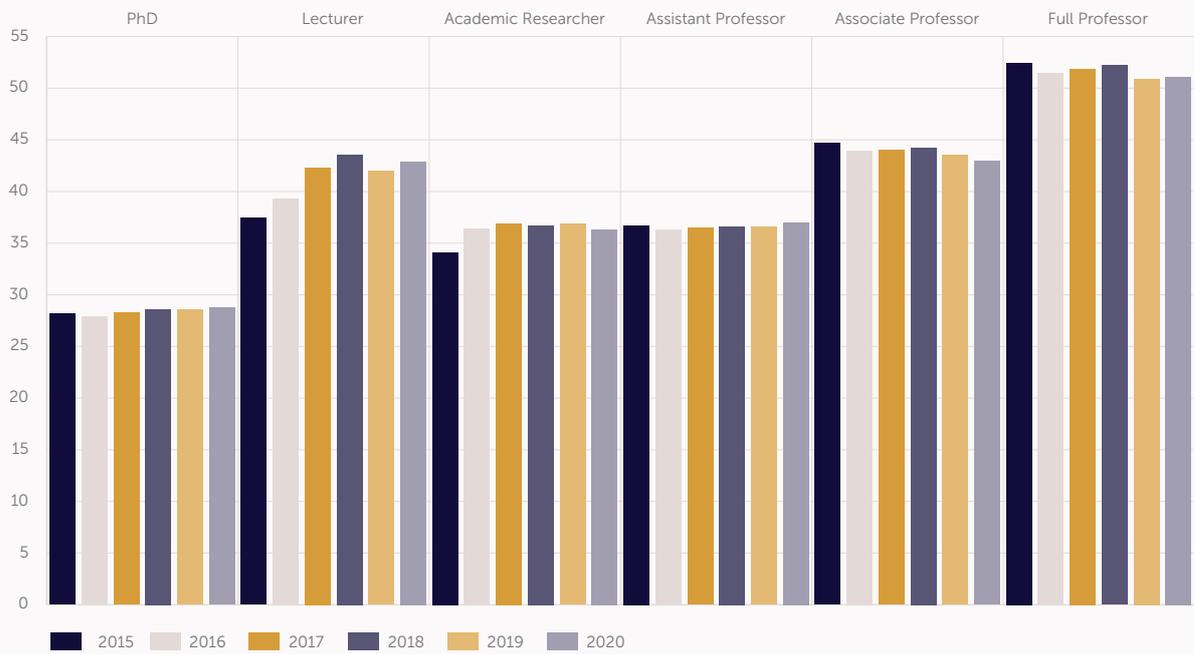
Source: Datawarehouse (HR Rapportages), Erasmus University Rotterdam (EUR)

Figure 2. Percentage of International Academic staff for the period 2015-2020



Source: Datawarehouse (HR Rapportages), Erasmus University Rotterdam (EUR)

Figure 3. Age distribution among Academic staff for the period 2015-2020



Source: Datawarehouse (HR Rapportages), Erasmus University Rotterdam

Appendix 3

Funding Data

	2015		2016		2017		2018		2019		2020	
Research unit												
<i>Funding:</i>	FTE	%										
Direct funding ¹	203,62	85%	211,52	85%	215,65	84%	239,34	87%	246,97	89%	256,47	90%
Research grants ²	17,37	7%	17,11	7%	16,06	6%	12,96	5%	9,33	3%	11,54	4%
Contract research ³	17,74	8%	19,96	8%	25,70	10%	24,01	9%	21,34	8%	17,86	6%
Total funding	238,73	100%	248,60	100	257,41	100%	276,32	100%	277,64	100%	285,86	100%
<i>Expenditure⁴</i>	EUR	%										
Personnel costs	11.395.865	88%	12.291.294	89%	12.636.290	92%	12.742.381	91%	12.704.778	93%	15.316.416	92%
Material costs ⁵	1.617.129	12%	1.557.711	11%	1.124.374	8%	1.265.806	9%	1.017.929	7%	1.282.411	8%
Total expenditure	13.012.995	100%	13.849.005	100%	13.760.664	100%	14.008.188	100	13.722.707	100%	16.598.827	100%

Note 1: Direct funding (basisfinanciering / lump-sum budget). The amounts are calculated based on the voucher system of RSM, which allocates research moneys to research active RSM faculty/ERIM members. All employed research staff (included PhDs) are accounted for.

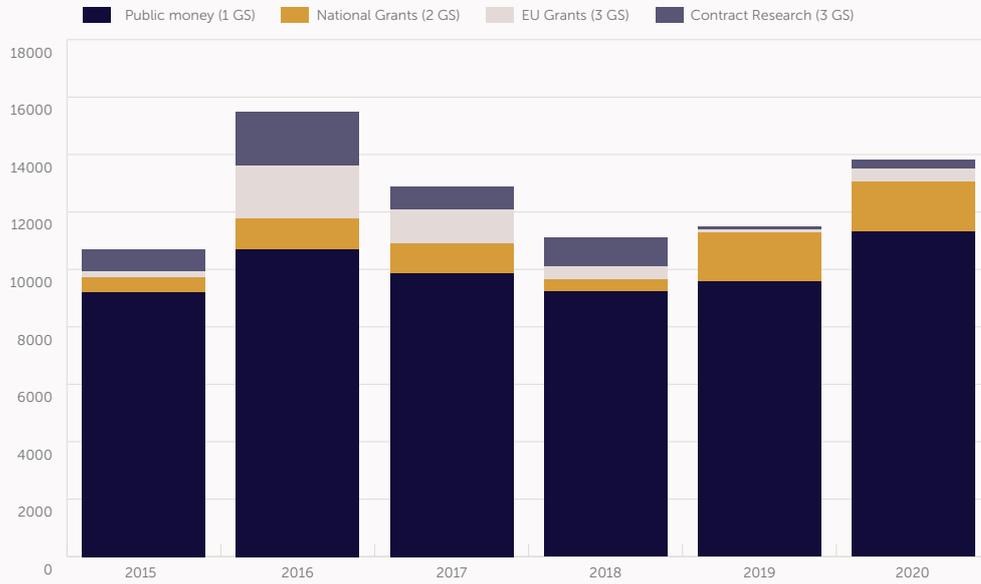
Note 2: Research grants obtained in national scientific competition (e.g. grants from NWO and KNAW).

Note 3: Research contracts for specific research projects obtained from external organisations, such as industry government ministries, European organisations and charitable organisations.

Note 4: Costs can be reported as (x €1.000).

Note 5: Material costs include the following: ERIM Support Programmes, costs for the Erasmus Behavioural Lab (EBL) and the Internal Review Boards (IRBs). The observed % reduction relates to the decrease of the income from 2nd and 3rd money stream, as these projects cover some material costs. The ERIM contribution to material costs have remained at the same level or increased over the evaluation period.

Figure 1. RSM Research Budget



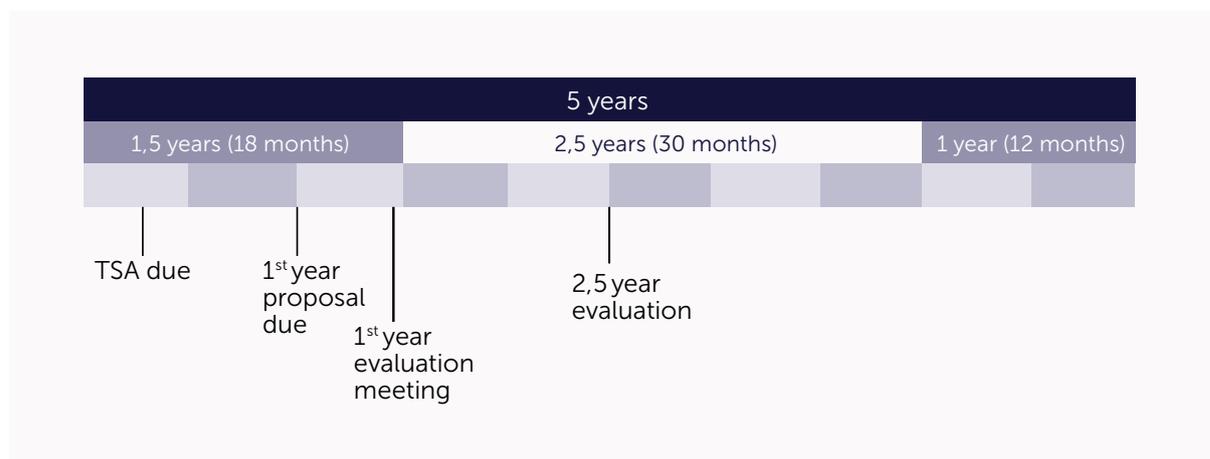
	Public money (1 GS)	National Grants (2 GS)	EU Grants (3 GS)	Contract research (3 GS)
2015	9.204	505	231	762
2016	10.704	1.049	1.869	1.865
2017	9.865	1.029	1.183	805
2018	9.213	420	465	1.004
2019	9.561	1.725	104	81
2020	11.316	1.723	466	303

Source: Business Project Control, RSM

Appendix 4

PhD Policy & Training

A. Five-year PhD trajectory of the ERIM PhD Programme



B. PhD table for ERIM full-time PhD programme

Starting Year	Enrolment (Male/Female)	Total (M+F)	Graduated in 4 years or earlier (# / %)	Graduated in 5 years or earlier (# / %)	Graduated in 6 years or earlier (# / %)	Graduated in 7 years or earlier (# / %)	Discontinued (# / %)	Not yet finished (# / %)
2010 ¹	14 / 10	24	5 / 20,8	13 / 54,2	16 / 66,7	16 / 66,7	6 / 25,0	2 / 11,1
2011 ¹	14 / 10	24	9 / 37,5	16 / 66,7	19 / 79,2	19 / 79,2	2 / 8,3	1 / 4,5
2012	12 / 14	26	4 / 15,4	10 / 38,5	14 / 53,8	17 / 65,4	2 / 7,7	5 / 20,8
2013	12 / 10	22	5 / 22,7	12 / 54,5	17 / 77,3	18 / 81,1	2 / 9,1	2 / 10,0
2014	12 / 7	19	1 / 5,3	12 / 63,2	14 / 73,3		2 / 10,5	3 / 17,6
2015	17 / 9	26	1 / 3,8	9 / 34,6			0 / 0	17 / 65,4
2016	15 / 9	24	2 / 8,3				3 / 12,5	19 / 90,5
2017	10 / 8	18					5 / 27,8	13 / 100,0
2018	13 / 6	19					1 / 5,3	18 / 100,0
2019	8 / 12	20					5 / 25,0	15 / 100,0
2020	11 / 7	18					0 / 0	18 / 100,0
Total²	138 / 102	240	27 / 11,3	72 / 30	80 / 33,3	70 / 29,2	28 / 11,9	113 / 53,3

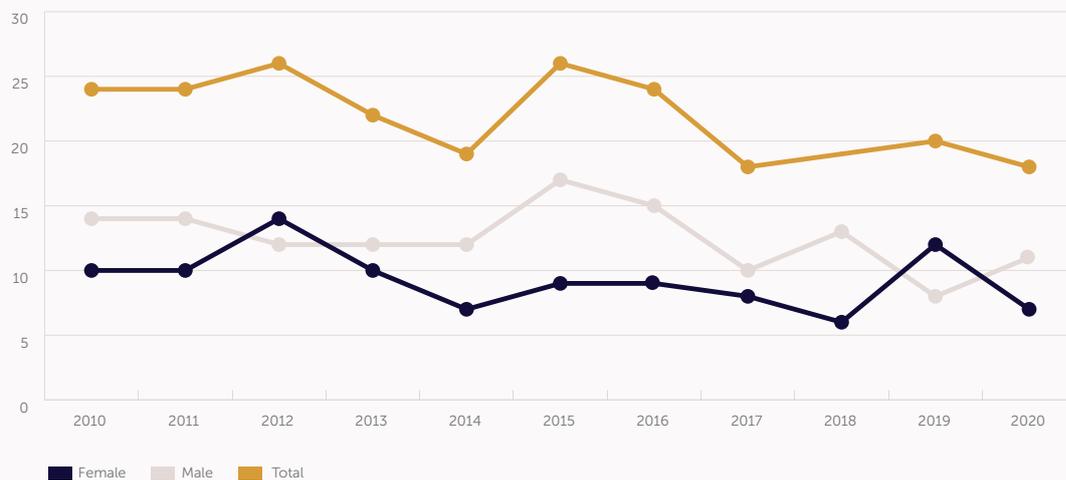
Note 1: There was an exceptionally high number of PhD students in 2010 and 2011. In 2010, the school received a NOW subsidy in recognition of the ERIM's formal KNAW re-accreditation as a research institute in 2009. In 2011, the University Board matched the funding of the grant, for three additional positions.

Note 2: The total numbers reported in this table include all the employed PhDs (VSNU category 1a) and those in the Chinese Scholarship Scheme, CSC (VSNU category 1b).

Source: Membership Information System (MIS) of the Erasmus Research Institute of Management (ERIM)

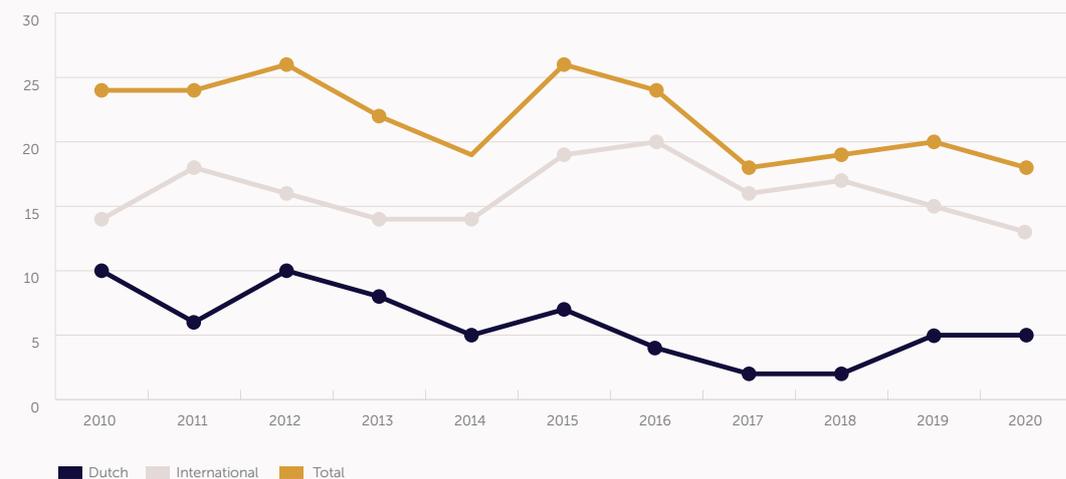
C. Trend Analyses, ERIM full-time PhD programme

Figure C.1. Gender composition of PhD cohorts



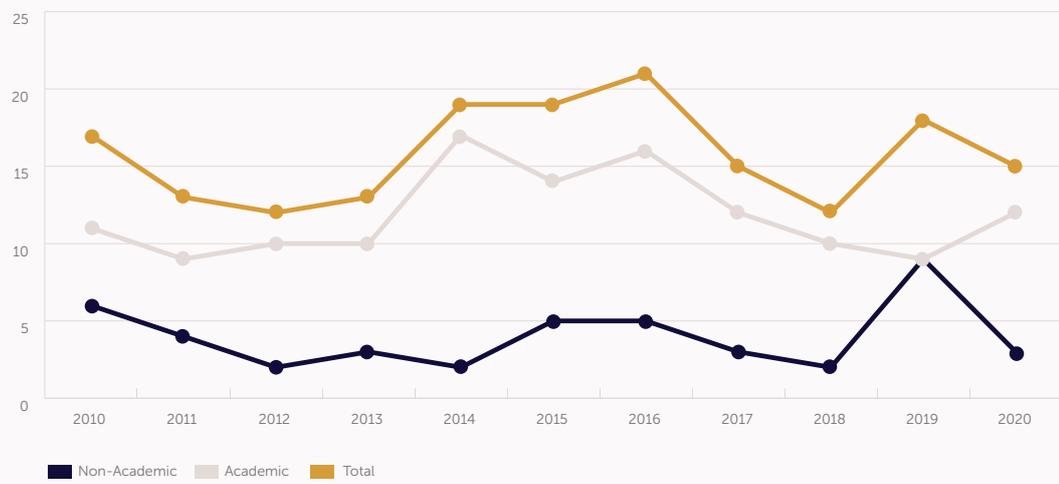
Source: Membership Information System (MIS) of the Erasmus Research Institute of Management (ERIM)

Figure C.2. Nationality composition of PhD cohorts



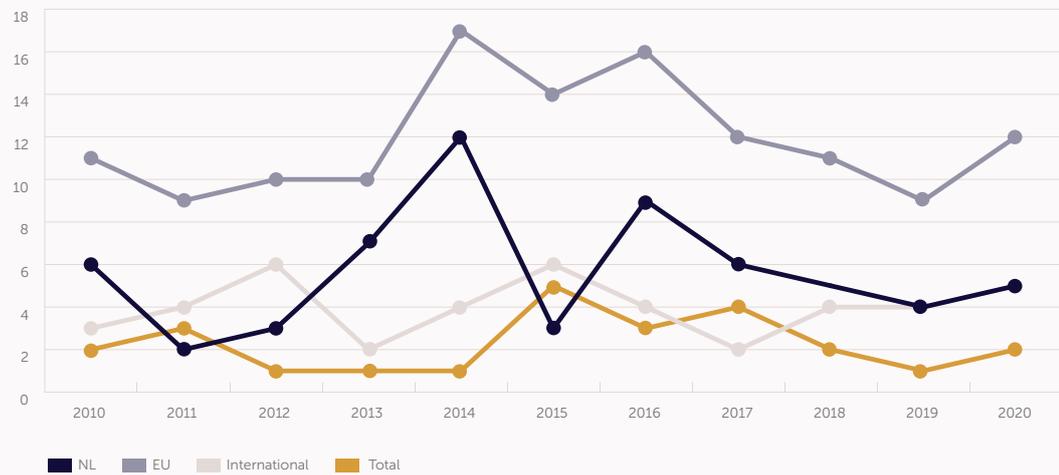
Source: Membership Information System (MIS) of the Erasmus Research Institute of Management (ERIM)

Figure C.3. Type of PhD placements for the period 2010-2020



Source: Membership Information System (MIS) of the Erasmus Research Institute of Management (ERIM)

Figure C.4. Geographical distribution of academic placements for the period 2010-2020



Source: Membership Information System (MIS) of the Erasmus Research Institute of Management (ERIM)

- D. Comparative analysis for Non-academic and Academic (according to the UTD100 ranking) PhD placements for the periods 2010-2014 and 2015-2020.

Non-Academic placements				
	Type of Placement			
	Corporate sector	Applied Research	Financial sector	Policy sector
2010-2014	4	8	2	1
2015-2020	7	6	1	1
Total	11	14	3	2

Academic Placements				
	Type of placement & academic institution according to the UTD100 ranking			
	Assistant Professor		Postdoctoral Fellow/Researcher	
	UTD100 institution	Non-UTD100 institution	UTD100 institution	Non-UTD100 institution
2010-2014	8	27	10	12
2015-2020	11	40	11	11
Total	19	67	21	23

- E. PhD table for Part-time PhD programme

Starting Year	Enrolment (Male/Female)	Total (M+F)	Graduated in 5 years or earlier (# / %)	Discontinued (#)	Not yet finished (# / %)	Cohort composition		
						Dutch (# / %)	European (# / %)	International (# / %)
2015	5 / 5	10	3 / 30	4	3 / 30	7 / 70	3 / 30	0 / 0
2016	1 / 6	7	N/A	0	7 / 100	4 / 57,1	2 / 28,6	1 / 14,3
2017	0 / 12	12	N/A	4	8 / 66,7	3 / 25	4 / 33,3	5 / 41,7
2018	4 / 11	15	N/A	1	14 / 93,3	4 / 26,7	6 / 40	5 / 33,3
2019	5 / 7	12	N/A	1	11 / 91,6	3 / 25	4 / 33,3	5 / 41,7
2020	8 / 8	16	N/A	0	16 / 100	5 / 31,1	3 / 18,8	8 / 50,0
Total	23 / 49	72	-	10	59 / 80,2	27 / 59,2	22 / 30,7	24 / 30,2

Source: Membership Information System (MIS) of the Erasmus Research Institute of Management & part-time PhD database

Appendix 5

Research Output

i. Main categories of research output

	2015	2016	2017	2018	2019	2020
Research Institute						
Refereed article/Letter to editor	162	143	165	168	193	198
Books (refereed) – monograph – book editorial*	5	3	5	8	5	5
Book chapter / contribution (refereed)*	26	19	35	31	28	23
PhD thesis	21	22	15	14	23	17
Total publications	214	187	220	221	249	243

* for these categories, a specified publisher list is used.

Source: Membership Information System (MIS) of the Erasmus Research Institute of Management (ERIM)

ii. Publisher list utilised for the assessment

1. Cambridge University Press	10. Wiley Blackwell
2. Oxford University Press / Clarendon Pr.	11. Palgrave Macmillan
3. Columbia University Press	12. Prentice Hall Press
4. Edward Elgar	13. Princeton University Press
5. Elsevier/North-Holland (including Academic Press)	14. Sage Publications
6. Emerald Group Publishing	15. Springer-Verlag (including Kluwer Academic Publishers)
7. Harvard University Press	16. Taylor and Francis (including Ashgate, CRS Press, Chapman & Hall and Routledge)
8. John Wiley & Sons, Inc.	17. University of Chicago Press
9. MIT Press Publishers Inc.	18. Yale University Press

iii. Key publications for the period 2015-2020.

Key publications – Academic

Caggese, A., Cunat, V. & Metzger, D. (2019). Firing the Wrong Workers: Financing Constraints and Labor Misallocation. *Journal of Financial Economics*, 133(3), 589-607. <https://doi.org/10.1016/j.jfineco.2017.10.008>

Vries, H. de & Van Wassenhove, L.N. (2020). Do Optimization Models for Humanitarian Operations Need a Paradigm Shift?. *Production and Operations Management*. *Production and Operations Management*, 29 (1), 55-61. <https://doi.org/10.1111/poms.13092>

Klesse, A.K., Cornil, Y., Dahl, D.W. & Gros, N. (2019). The Secret Ingredient Is Me: Customization Prompts Self-Image-Consistent Product Perceptions. *Journal of Marketing Research*, 5 (5), 879-893. <https://doi.org/10.1177/0022243719846063>

Mell, J.N., DeChurch, L., Leenders, R. & Contractor, N. (2020). Identity Asymmetries: An Experimental Investigation of Social Identity and Information Exchange in Multiteam Systems. *Academy of Management Journal*, 63(5), 1561-1590. <https://doi.org/10.5465/amj.2018.0325>

Malhotra, S., Reus, T.H., Zhu, P.C. & Roelofsen, E.M. (2018). The acquisitive nature of extraverted CEOs. *Administrative Science Quarterly*, 63(2), 370-408. <https://doi.org/10.1177/0001839217712240>.

Key publications – Societal

Langhe, B. de, Puntoni, S. & Larrick, R.P. (2017). Linear Thinking in a Nonlinear World. *Harvard Business Review*, 95(3), 130-139.

Lyon, T., Delmas, M., Maxwell, J., Bansal, P., Chiroleu-Assouline, M., Crifo, P., Durand, R., Gond, J.P., King, A., Lenox, M., Toffel, M., Vogel, D.J. & Wijen, F. (2018). CSR needs CPR: Corporate sustainability and politics. *California Management Review*, 60 (4), 5-24. <https://doi.org/10.1177/0008125618778854>

Gallino, S. & Rooderkerk, R.P. (2020). New Product Development in an Omni-Channel World. *California Management Review*. <https://doi.org/10.1177/0008125620951969>

Sting, F.J., Loch, C.H. & Stempfhuber, D. (2015). Accelerating Projects by Encouraging Help. *MIT Sloan Management Review*, 56 (3), 1-9.

Roelofsen, E.M. & Yue, T. (2017). Is Holacracy for us? *Harvard Business Review*, 151-155.



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