



FAKULTÄT FÜR  
WIRTSCHAFTSWISSENSCHAFT

# Forschungsbericht 2015

Lehrstuhl BWL, insb. Internationales Management

# LEHRSTUHL BWL, INSB. INTERNATIONALES MANAGEMENT

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## 1. Leitung

Dr. Sven M. Laudien (Lehrstuhlvertreter WiSe 2014/15)  
Dr. Jutta Wollersheim (Lehrstuhlvertreterin SoSe 2015)

## 2. Forschungsprofil

1. Grenzüberschreitende Unternehmenstätigkeit im 21. Jahrhundert
  1. Transnationalisierungstendenzen und ihre unternehmensrelevanten Folgen
  2. Wandel von einer güterzentrierten hin zu einer servicezentrierten Betrachtung von Leistungserstellungsprozessen: Unternehmensrelevante Folgen
  3. Rechtssicherheit in grenzüberschreitenden Leistungserstellungsprozessen: Unternehmensbezogene Auswirkungen
  4. Wesen der Transnationalen Unternehmung
2. Besonderheiten der Koordination von arbeitsteiligen Leistungserstellungsprozessen im grenzüberschreitenden Kontext
  1. Bedeutung und Spezifika formaler und informeller Koordination
    - Rolle von Regional Headquarters als Instrument formaler Koordination
    - Rolle von Unternehmenskultur als Instrument informeller Koordination
    - Rolle von Vertrauen als Instrument informeller Koordination
    - Rolle von sozialen Beziehungen in informellen Koordinationsprozessen
  2. Koordination als internationales Phänomen
3. Servicemanagement im grenzüberschreitenden Kontext
  1. Besonderheiten des Servicemanagements
  2. Internationalisierung von Services
  3. Produkt- und Serviceinternationalisierung im Vergleich
  4. Business Model Innovation im Service-Kontext
4. Internationales und transnationales Kompetenzmanagement
  1. Kompetenzentwicklung und Kompetenzdiffusion in internationalen / transnationalen Unternehmen
  2. Charakteristika von Lernprozessen in internationalen / transnationalen Unternehmen
  3. Subsidiary Initiatives und ihre Bedeutung
5. Entrepreneurship im grenzüberschreitenden Kontext
  1. Born Globals / Born Transnationals
    - Definitionen und Charakteristika
    - Kompetenzübertragung zwischen individueller und organisationaler Ebene
  2. Unternehmerisches Scheitern
6. Internationales Human Resource Management
  1. Karrierewege im nationalkulturellen Vergleich
  2. Nationalkultur und Personalrekrutierung
7. Internationales Marketing
  1. Social Media Marketing im internationalen Kontext
  2. Standardisierungspotenziale und Differenzierungsnotwendigkeiten von Marketingstrategien im internationalen Kontext

### 3. Kooperationen

- AWSA - Arbeitgeber- und Wirtschaftsverbände Sachsen-Anhalt e. V.
- Prof. Dr. Cornelia Pop, Babes Bolyai Universität, Cluj-Napoca, Rumänien
- Prof. Dr. Jörg Freiling, Universität Bremen
- Prof. Dr. Peter E. Harland, TU Dresden (IHI Zittau)
- Prof. Dr. Thomas Claus, Phillips-Universität Marburg
- ZenTra - Center for Transnational Studies

### 4. Forschungsprojekte

**Projektleiter:** Dr. Sven M. Laudien

**Projektbearbeiter:** Birgit Daxböck, B.Sc., M.Sc.

**Förderer:** Haushalt; 01.01.2013 - 31.12.2015

#### **Analyzing Effects of a Changing Role of Service in Business Life: A Multiperspective Approach**

Literature (e.g. Vargo and Lusch, 2004, 2008) provides evidence for a changing role and a growing importance of service in business life. Nevertheless, it is up to now unclear what - apart from improvements in information and communication technology that may serve as a catalyst of this process - really triggers this boost of service-oriented thinking. In addition, the outcome of this development in terms of a possible need to adapt a company strategy and following necessities of integrating customers in value-chain activities, redefining internationalization strategies and redesigning business models has yet not been analyzed in an adequate way. This project aims at diminishing these research gaps and at clarifying triggers and outcomes of a growing service-oriented thinking in companies by analyzing this important topic from different perspectives. Various scientific methods and theoretical frameworks are employed to analyze specific questions emerging from this research context.

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**Projektleiter:** Dr. Sven M. Laudien

**Kooperationen:** Birgit Daxböck, B.Sc., M.Sc., Otto-von-Guericke-Universität Magdeburg; Prof. Dr. Thomas Claus, Phillips-Universität Marburg

**Förderer:** Fördergeber; 01.01.2013 - 31.03.2015

#### **Nature of Service Business Models**

Business models are widely discussed in literature (Amit and Zott, 2012; Chesbrough, 2010; Osterwalder and Pigneur, 2010; Wise and Baumgartner, 1999). Being understood as a blueprint of economic acting of companies, they can be employed to describe mechanisms how companies create and deliver value (Osterwalder and Pigneur, 2010). Nevertheless, most of the developed typologies are rather general and goods-centered. This is critical in a sense that there is evidence for a growing importance of service (Vargo and Lusch, 2008, 2004) that calls for an adjustment of business model typologies to match service requirements. But how to innovate a business model to match service needs? This question is focused in this project. We look at different business model typologies and analyze how they may be affected by a growing service orientation of companies. By employing a qualitative research approach, we aim at identifying business model elements that are critical in terms of service in a first step. Against this background, we plan to conduct a comparative quantitative business model study that provides empirical evidence for the effectiveness of service business model designs.

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**Projektleiter:** Dr. Sven M. Laudien

**Kooperationen:** Prof. Dr. Peter E. Harland, TU Dresden (IHI Zittau)

**Förderer:** Fördergeber; 01.01.2013 - 31.03.2015

#### **Product Platforms: A New Type of Resource?**

This project aims at understanding the real nature of product platforms. By now, product platforms seem to be a somewhat fuzzy construct. They are either addressed as a bundle of resources or as a resource itself. In the first case, they are only a sum of resources available to companies, in the second case they are something more as they provide a specific additional, self-created value to companies. Therefore, the difference between both points of view on product platforms is of strategic relevance. Against the background of the resource-based view we analyze product platform literature with the aim to clarify the nature of product platforms and to outline a framework of strategic acting that may help companies to overcome resource constraints by rearranging available resources.

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**Projektleiter:** Dr. Sven M. Laudien

**Projektbearbeiter:** Birgit Daxböck, B.Sc., M.Sc., Otto-von-Guericke-Universität Magdeburg

**Kooperationen:** Prof. Dr. Jörg Freiling, Universität Bremen

**Förderer:** Fördergeber; 01.01.2011 - 31.03.2015

**The Impact of Regional Headquarters on Coordination Efficiency, Flexibility, and Organizational Learning in TNCs**

Transnational companies (TNCs), understood as geographically dispersed networks, differ from other types of internationalized companies by their governance structures. A specific governance mode that responds to the typical challenges of TNCs (in particular the so-called GLOCAL dilemma) is the use of regional headquarters (RHQ). Although the use of RHQs in case of TNCs seems to be intuitive at first glance, little has been said about the potential effects of RHQs in use. This endeavor *hypothesizes that RHQs facilitate internal coordination of the local units, foster the organizational responsiveness and fuel processes of organizational learning*. Based on competence-based theory it is assumed that RHQ structures provide the TNC with higher external absorptive capacity. Second, the project refers to and enhances the construct of absorptive capacity by pointing to an internal absorptive capacity that facilitates internal knowledge transfers for the sake of competence building. Thus, it is argued that RHQ structures provide the TNC with higher internal absorptive capacity. Third, the role of combinative capability the ability to combine externally absorbed knowledge with internally acquired knowledge in the context of TNC learning and competence building is emphasized. The project aims at understanding the crucial interplay between external and internal absorptive capacity and combinative capability.

## 5. Eigene Kongresse, wissenschaftliche Tagungen und Exponate auf Messen

## 6. Veröffentlichungen

### **Begutachtete Zeitschriftenaufsätze**

**Wollersheim, Jutta; Lenz, Annett; Welpe, Isabell; Spörrle, Matthias**

Me, myself, and my university - a multilevel analysis of individual and institutional determinants of academic performance

In: Journal of business economics: JBE. - Berlin: Springer, Bd. 85.2015, 3, S. 263-291;

### **Buchbeiträge**

**Osterloh, Margit; Wollersheim, Jutta; Ringelhan, Stefanie; Welpe, Isabell**

Does science go wrong?

In: Incentives and performance: governance of research organizations. - Cham: Springer International Publishing; 2015, S. V-XXII;

**Ringelhahn, Stefanie; Wollersheim, Jutta; Welpe, Isabell M.**

Performance management and incentive systems in research organizations: Opportunities, effects and limits

In: Incentives and performance: governance of research organizations. - Cham: Springer International Publishing, S. 87-103, 2015;

**Wollersheim, Jutta; Ott, Marlene**

The role of fear in post-merger integrations

In: Forum Mergers & Acquisitions 2014: Beiträge aus rechts- und wirtschaftswissenschaftlicher Sicht; [3.

Fachsymposium "Mergers & Acquisitions im Spannungsfeld der Rechts- und Wirtschaftswissenschaften - Aktuelle Erkenntnisse aus Forschung und Praxis", 29.11.2013, Kanzlei Orrick, Herrington & Sutcliffe LLP, Düsseldorf]. - Wiesbaden: Springer Gabler, S. 311-327, 2015;

### **Herausgeberschaften**

**Welpe, Isabell M. [editor.]; Wollersheim, Jutta [editor.]; Ringelhan, Stefanie [editor.]; Osterloh, Margit [editor.]**  
Incentives and performance - governance of research organizations. - Cham: Imprint: Springer, 2015; Online-Ressource (XXV, 488 p.): Ill., ISBN 978-3-319-09785-5;

### **Wollersheim, Jutta; Welpe, Isabell**

Forum Mergers & Acquisitions 2014 - Beiträge aus rechts- und wirtschaftswissenschaftlicher Sicht; [3. Fachsymposium "Mergers & Acquisitions im Spannungsfeld der Rechts- und Wirtschaftswissenschaften - Aktuelle Erkenntnisse aus Forschung und Praxis", 29.11.2013, Kanzlei Orrick, Herrington & Sutcliffe LLP, Düsseldorf]. - Wiesbaden: Springer Gabler, 2015; Online-Ressource (X, 438 S.): Ill., ISBN 978-3-658-08371-7;

Kongress: Fachsymposium "Mergers & Acquisitions im Spannungsfeld der Rechts- und Wirtschaftswissenschaften - Aktuelle Erkenntnisse aus Forschung und Praxis"; 3 (Düsseldorf): 29.11.2013;