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KEY=MANAGEMENT - LIN KENDRA

FOREIGN-EXCHANGE-RISK MANAGEMENT IN GERMAN NON-FINANCIAL CORPORATIONS

AN EMPIRICAL ANALYSIS

THE ROLE OF GOVERNANCE STRUCTURE IN THE CONTEXT OF CRISIS MANAGEMENT

AN EMPIRICAL ANALYSIS ON A GERMAN SAMPLE OF NON-FAMILY AND FAMILY BUSINESSES

Springer Science & Business Media Both practitioners and scholars agree that organizations that are ready to cope with crisis should be better able to manage it than organizations which are not prepared. As, due to their company characteristics, family businesses are exposed to additional causes of crisis beyond the usual causes all companies face, preparing for crisis is of specific importance to them. Based on empirical investigations, Pedram Faghfoury shows that non-family businesses are more likely to prepare for crisis when compared to family businesses. The author's findings let further suggest that the existence of a supervisory board has a positive effect on the degree of crisis readiness of a family business. Moreover, in family businesses with supervisory boards, the involvement of family members in the top management team seems to have a negative effect on the degree of crisis readiness.

LIFECYCLE AND STRUCTURE OF TOP MANAGEMENT TEAMS

AN EMPIRICAL ANALYSIS OF GERMAN FIRMS

THE EFFECTS OF KNOWLEDGE MANAGEMENT ON INNOVATIVE SUCCESS

AN EMPIRICAL ANALYSIS OF GERMAN FIRMS

The aim of this paper is to analyse the effects of knowledge management on the innovation success of firms in Germany. Using a matching procedure on data from the German Innovation Survey of 2003 (Mannheim Innovation Panel), we pair firms applying knowledge management with twin firms with similar characteristics not applying knowledge management. Our focus is on investigating the effects of knowledge management techniques on the economic success of firms with product and process innovations. The results of our matching analysis reveal that firms which apply knowledge management perform better in terms of higher-than-average shares of turnover with innovative products compared to their twins. We do not find a significant effect of knowledge management on the share of cost reductions with process innovation.

THE IMPACT OF MANAGEMENT BOARD DIVERSITY ON CORPORATE PERFORMANCE. AN EMPIRICAL ANALYSIS FOR THE GERMAN TWO-TIER SYSTEM

For the last two decades, board diversity is increasingly considered as a significant mechanism of good corporate governance. Thus, the question arises whether a heterogeneously or rather a homogeneously composed board contributes to the efficiency of a company's management and monitoring. Especially national and international regulators and standard setters consider board diversity to be associated with an increasing firm performance. Therefore, the economic impact of board diversity aspects needs to be investigated empirically. This study examines the relationship between diversity within management boards and corporate performance for the German two-tier system by presenting a comprehensive literature analysis as well as an empirical analysis based on 149 publicly listed German organizations for the financial years 2009, 2010 and 2011. Hence, management board diversity is characterized by attributes, such as gender, age, nationality and functionality. An analysis comparable to the one at hand including multiple dimensions for German companies has not been performed, yet. We mostly find negative effects of various board diversity characteristics on corporate performance, especially regarding age and national diversity. This may be due to the fact that great internationality on boards can decrease communication between

board members and large age differences may alleviate decision-making processes.

AN EMPIRICAL ANALYSIS OF VENTURE-MANAGEMENT ACTIVITIES BY GERMAN INDUSTRIAL FIRMS

FACTORS CONTRIBUTING OF EFFICIENT OPERATING ROOM MANAGEMENT

AN EMPIRICAL ANALYSIS OF GERMAN HOSPITALS

VALUE-BASED MANAGEMENT IN MITTELSTAND

THE RELEVANCE TO STRATEGIC DECISION-MAKING, OBJECTIVES, AND ATTITUDES

Springer Nature In this book Carola Normann-Tschampel develops an enhanced understanding of the relevance of Value-Based Management (VBM) to management practice in Mittelstand. A theory-practice gap is identified based on a unique overview of the field of research. The empirical investigation focuses on three specifically identified areas of management (strategic decision-making, objectives, attitudes) and uses a specific research approach. The insights gained from taking an interpretive stance towards owner-managers' practical experience provide a valuable basis to further address the overall research gap.

CORPORATE ENVIRONMENTAL ASPECTS IN STRATEGIC MANAGEMENT: AN EMPIRICAL ANALYSIS OF GERMAN FIRMS

CARBON MANAGEMENT IN MANUFACTURING FIRMS

EMPIRICAL ANALYSIS WITH DATA FROM GERMAN AUTOMOTIVE SUPPLIERS

MANAGEMENT SUPPORT AND THE PERFORMANCE OF ENTREPRENEURIAL START-UPS - AN EMPIRICAL ANALYSIS OF NEWLY FOUNDED COMPANIES IN GERMANY

We analyze the relationship between management support offered by venture capital firms and the performance of entrepreneurial start-ups. Based on the reasoning of the resource-based view, we use a sample of 106 German start-up companies to derive and empirically test several hypotheses. Our results show that the quality of management support offered by venture capital firms has an impact on start-up performance. However, we cannot find clear moderating effects of founder team and company-specific variables. We discuss and interpret these results and their implications for practice.

EMPIRICAL RESEARCH ON THE GERMAN CAPITAL MARKET

Springer Science & Business Media This collection of fifteen original articles results from a cooperative intensive program of research on the German capital market. The program objectives included the development of expertise in modern empirical methods in financial economics and the derivation of results that might be specific to the German capital market. The four parts of the book are dedicated to: - problems of market structure and organization - information and capital market - risk and return - futures and options Altogether, the book gives an overview of empirical research on capital markets in Germany and helps to understand their nature. It also shows the application of modern techniques in financial research.

A CONTINGENCY-BASED VIEW OF CHIEF EXECUTIVE OFFICERS' EARLY WARNING BEHAVIOUR

AN EMPIRICAL ANALYSIS OF GERMAN MEDIUM-SIZED COMPANIES

Deutscher Universitätsverlag Andreas Kirschkamp empirically analyses the early warning behavior of Chief Executive Officers in German medium-sized companies. First, he presents the design variables of early warning, then the influencing contingency variables. On the basis of the scholarly research on psychological and contingency theory, the author deduces hypotheses and tests them.

THE EFFECTS OF KNOWLEDGE MANAGEMENT ON INNOVATIVE SUCCESS

AN EMPIRICAL ANALYSIS OF GERMAN FIRMS

FINTECH AND DATA PRIVACY IN GERMANY

AN EMPIRICAL ANALYSIS WITH POLICY RECOMMENDATIONS

Springer Nature This book examines the FinTech revolution from a data privacy perspective. It analyzes key players on the FinTech market and the developments in various market segments. Particular attention is paid to an empirical analysis of the privacy statements of 505 German FinTech firms and how they were adapted after the General Data Protection Regulation (GDPR) entered into effect in May 2018. The analysis also includes 38 expert interviews with relevant stakeholders from supervisory and regulatory authorities, the financial and FinTech industry, leading consulting firms and consumer protection agencies. By adopting this approach, the book identifies key regulatory needs, offers a valuable asset for practitioners and academics alike, and shares intriguing insights for lawyers, economists and everyone interested in FinTech and data privacy.

COMPETENCE OF TOP MANAGEMENT TEAMS AND SUCCESS OF NEW TECHNOLOGY-BASED FIRMS

A THEORETICAL AND EMPIRICAL ANALYSIS CONCERNING COMPETENCIES OF ENTREPRENEURIAL TEAMS AND THE DEVELOPMENT OF THEIR VENTURES

Springer Science & Business Media Jan Brinckmann analyzes how competencies of founders of new technology-based firms affect the development of their ventures. The research is grounded in competence-related literature and combines insights from entrepreneurship and management research.

INTERNATIONALISATION OF GERMAN MULTINATIONALS

AN EMPIRICAL ANALYSIS

VALUE BASED PERFORMANCE MEASURES

THEORETICAL EVALUATION AND EMPIRICAL ANALYSIS OF THEIR APPLICATION AND VALUE RELEVANCE ON A EUROPEAN LEVEL

Springer Nature Nils Eikelmann describes the framework conditions for the application of value-based performance measures and critically analyses selected ones. The disclosure of value-based performance indicators is important in order to demonstrate the successful management of a company and to satisfy the increasing information needs of investors. However, companies adapt the developed theoretical concepts of value-based performance measures to their practical needs and thus investors are no longer able to compare the performance of companies. In addition, there is a variety of different metrics from which companies can choose. The empirical study aims to reduce existing research gaps and is divided into three parts: the analysis of annual reports of selected European companies, the calculation of a standardised value-based performance measure and a value relevance study in the form of an association study.

TASK, FIRM SIZE, AND ORGANIZATIONAL STRUCTURE IN MANAGEMENT CONSULTING

AN EMPIRICAL ANALYSIS FROM A CONTINGENCY PERSPECTIVE

Deutscher Universitätsverlag Michael Graubner investigates consultancies' organizational structure in terms of structural differentiation, specialization, centralization, and formalization. He analyzes extensive qualitative and quantitative data obtained during a series of personal interviews in consulting firms with offices in Germany, Austria, and Switzerland. The results show that organizational size and to a lesser degree task uncertainty are closely associated with organizational structure.

EMPIRICAL ANALYSIS OF MUTUAL FUNDS INVESTING IN GERMAN EQUITY (1995-2015)

GRIN Verlag Master's Thesis from the year 2016 in the subject Economics - Finance, grade: 1,3, University of Regensburg (Centre of Finance), language: English, abstract: Financial markets are as complex as ever due to an accelerating development in the last decades. Especially evaluations of mutual fund performance have been a subject of interest since the introduction of financial services. In this thesis, a study on the performance of mutual funds investing in German equity from July 1995 to June 2015 is conducted. The aim is to find out if fund managers have sufficient skill to generate risk adjusted return in order to cover the cost imposed on the investors. Another purpose is to provide investors with relevant results. Inter alia, Jensen one-factor, Fama and French three-factor and the Carhart four-factor model are used as different benchmark models for performance. Paired bootstrap simulations suggest that, net of cost, a small fraction of fund managers do have sufficient skill to cover cost. For the bottom ranked funds, there is statistical evidence that their poor performance is caused by bad management, rather than by bad luck. The results for gross returns show that there is an unneglectable fraction of fund managers with good performance not due to luck. Compared to net returns, there is stronger evidence of skill, negative as well as positive. From an investor's point of view it seems rather beneficial to invest in passively managed vehicles. High costs eat into the return, and they are the main reason why the majority of actively managed funds end up with sub-par performance.

DETERMINANTS AND VALUE OF ENTERPRISE RISK MANAGEMENT

EMPIRICAL EVIDENCE FROM GERMANY

Enterprise risk management (ERM) has become increasingly relevant in recent years, especially due to an increasing complexity of risks and the further development of regulatory frameworks. The aim of this paper is to empirically analyze firm characteristics that determine the implementation of an ERM system and to study the impact of ERM on firm value. We focus on companies listed at the German stock exchange, which to the best of our knowledge is the first empirical study with a cross-sectional analysis for a European country. Our findings show that size, international diversification, and the industry sector (banking, insurance, energy) positively impact the implementation of an ERM system. In addition, our results confirm a significant positive impact of ERM on shareholder value.

CROSS-CULTURAL ANALYSIS OF VALUES AND POLITICAL ECONOMY ISSUES

Greenwood Publishing Group This work is from an international group of scholars who have reviewed the literature

dealing with management in selected countries, and how management styles are related to the culture and values of that country.

CRITICAL SUCCESS FACTORS OF CHANGE MANAGEMENT

AN EMPIRICAL RESEARCH IN GERMAN SMALL AND MEDIUM-SIZED ENTERPRISES

Springer Science & Business Media Change management is omnipresent in organisations as companies have to transform constantly. This applies not only to large corporations operating in an international context, but also to small and medium-sized enterprises (SMEs). Yet executing a change project is accompanied by great challenges and most change initiatives are not entirely successful. Despite the fact that SMEs are the backbone of the German economy little empirical work has been done concerning change management in these companies. Tim Fritzenschaft explores the issue how SMEs can deal with resistance to change and which critical success factors of change management are most important in a transformation project.

AN EMPIRICAL ANALYSIS OF ENTREPRENEURSHIP IN THE UK, US AND WEST GERMANY

FINANCIAL DISTRESS, CORPORATE RESTRUCTURING AND FIRM SURVIVAL

AN EMPIRICAL ANALYSIS OF GERMAN PANEL DATA

Springer Science & Business Media Philipp Jostarndt studies distress-induced changes in ownership and control, success factors in distressed equity infusions, and firms' choice between in- and out-of-court debt restructurings. In addition, he analyzes the determinants of survival, acquisition, and bankruptcy as alternative paths to exit financial distress. He includes both the firm perspective as well as the market valuations of the undertaken restructurings and, where applicable, relates the findings to the microstructure of Germany's revised bankruptcy legislation.

TALENT MANAGEMENT: AN INSTRUMENT OF STRATEGIC HUMAN RESOURCES MANAGEMENT?

EMPIRICAL STUDY OF GERMAN MID-SIZED ENTERPRISES

GRIN Verlag Master's Thesis from the year 2014 in the subject Business economics - Personnel and Organisation, University of Plymouth, language: English, abstract: This study provides an investigation on Talent Management in German mid-sized enterprises. The purpose of this research is to explore whether Talent Management is an instrument usable to overcome external challenges, such as demographic changes as well as a shortage in skilled labour, to enhance organisational performance and to remain competitive. The research determines that, Talent Management can be seen as a part of strategic Human Resources Management and in this context, as a high performance working system in order to develop, motivate and empower talented employees. Since empirical data in the national context of Germany are restricted on the one hand and, on the other hand, research efforts regarding Talent Management in small and medium-sized enterprises are of less significance, qualitative research methods were used in order to gather deeper insights. Three in-depth expert interviews were conducted, providing valuable information regarding the conceptualisation and operationalisation of Talent Management in the context of German mid-sized enterprises. The findings reveal that, what is of strong importance within small and medium sized enterprises in general is the expansion of the term talent to all employees and their skills and abilities instead of seeking for high potentials and so-called A-players. Furthermore, three significant characteristics of German companies; being long-term and developmentally orientated, as well as providing dual vocational training to potential future employees, have been identified. These qualities underlie the highly specialised industries in which German medium sized enterprises operate, skilled labour and development of these is of high importance. Overall, the dissertation concludes that Talent Management is recognised and implemented as an instrument of strategic human resources management within German medium sized enterprises. Special focus is put on investment in the Human Capital as the development and retention of potential is of strong importance. However, due to limited financial budgets and less recognition of line managers, Talent Management stands in its infancy. The research recommends further studies in order to investigate the findings and limitations of this dissertation, such as the empirically undetected field of Talent Management as a high performing system in national context or within small-and medium sized enterprises.

NEW TAXONOMY FOR CORPORATE OPEN INNOVATION INITIATIVES

BEST PRACTICES AND AN EMPIRICAL VALIDATION AMONG GERMANY'S 500 BIGGEST COMPANIES

Springer Academic literature used to lack a taxonomy regarding the types of repeatable structures and approaches that incumbent companies can use in order to deal with frequently business model threatening open innovation developments - threats that are often facilitated by start-up companies. The course of investigation provides a clustering taxonomy for these structures, so-called: corporate open innovation initiatives. Subsequently, the validity is tested by an in-depth analysis of Germany's 500 biggest companies along with 50 biggest banks and 30 biggest insurances. Furthermore, multiple case studies with industry experts show applicable management's best practices. Finally, a management framework is developed, which aims to be a summarizing tool for practitioners and researchers in order to define a suitable corporate strategy for creating an own corporate open innovation initiative.

IPO UNDERPRICING IN GERMANY - EMPIRICAL ANALYSIS OF INFLUENCING VARIABLES

diplom.de Inhaltsangabe: Introduction: Detected on the US market centuries ago, underpricing is the phenomenon of abnormal first-day returns from initial public offerings (IPOs). Without doubt, any US investor would agree, that one day-returns of 11.4% on average are exceptional and a worthwhile investment. Since then many studies have proven that it is a persistent phenomenon and also occurs on markets all over the world. The most puzzling question for scientists is why companies are leaving this money on the table and don't set an offering price that reflects the market demand at the offering date. Within that, researchers have also been trying to determine the factors that influence the severity of underpricing. Many different explanations with regard to the existence of underpricing have been derived thus far, with all claiming to be valid even if not exclusively. But despite this effort, research so far has not been able to create common sense. Some even argue that underpricing may not exist at all since most IPOs underperform severely in the long-run which leads some people to the conclusion that IPOs are in fact overpriced. The main focus of this paper is whether and how the findings of past research, primarily conducted for the US market, apply to the German IPO market. As a result, both investors and issuers shall receive practical implications for their decision-making within the IPO process. So far, profound underpricing research for the German market has been rather scarce. Most of the available literature concentrates either on dates before 1997 when most offering prices have been determined by using the fixed price mechanism whereas the most recent studies focus on the German stock exchange segment Neuer Markt exclusively. In contrast, this paper aims to give a more recent analysis of underpricing on the German market without distinguishing between different market segments. Additionally, a broad over-view and understanding of IPO underpricing, taking the long-run performance of IPOs into account, will be included. As a result, this paper is structured as follows: The second section consists of a description of some of the important theoretical aspects that have influence on the price setting of an IPO. It will concentrate on business valuation as it is the basis for setting the price of an IPO. Furthermore, the most common price setting mechanisms shall be explained. Additionally, the special role of the lead underwriter in the IPO [...]

ENERGY ABSTRACTS FOR POLICY ANALYSIS

ECONOMIC ANALYSIS AND WORKERS' MANAGEMENT

THE INTERNATIONALISATION OF YOUNG HIGH-TECH FIRMS

AN EMPIRICAL ANALYSIS IN GERMANY AND THE UNITED KINGDOM ; WITH 54 TABLES

Springer Science & Business Media The huge economic and social impact of high-tech industries on the fortunes of nation states has been widely recognised in recent years. Therefore, government policies encouraging the creation of new technology-based firms have become a priority in virtually all advanced economies. One factor underpinning the performance and growth of high-tech start-ups is presumably international activity of such firms. This study addresses the issues concerning the critical decision to internationalise. The research sought to provide empirically supported analyses on (a) the incidence of international activity, (b) the degree of internationalisation, (c) the timing of entry into international markets, (d) the mode of market entry employed, (e) the impact of internationalisation on performance and (f) the differences between internationalising and non-internationalising firms. The findings confirm the extent and importance of internationalisation to young high-tech firms in the UK and Germany. Thus, if governments or venture capitalists are interested in the promotion of successful new technology-based firms they must, per force, be also interested in encouraging the processes of internationalisation.

A CONTINGENCY-BASED VIEW OF CHIEF EXECUTIVE OFFICERS' EARLY WARNING BEHAVIOUR

AN EMPIRICAL ANALYSIS OF GERMAN MEDIUM-SIZED COMPANIES

Springer Science & Business Media Andreas Kirschkamp empirically analyses the early warning behavior of Chief Executive Officers in German medium-sized companies. First, he presents the design variables of early warning, then the influencing contingency variables. On the basis of the scholarly research on psychological and contingency theory, the author deduces hypotheses and tests them.

INTERNATIONALISING A NATIONAL IMAGE

THE CASE OF "MADE IN GERMANY" IN WESTERN AUSTRALIA

diplom.de Inhaltsangabe: Abstract: "Made in Germany" is often regarded to be a guarantor for quality and reliability and German companies have a global reputation for manufacturing products that are superior to products of companies with a non-German identity. This thesis analyses the internationalisation process of the national image of "Made in Germany" with particular regard to Western Australia. The thesis starts with an assessment of recent developments in the global business environment before going on to highlight internationalisation strategies in general and the specific impact of culture on internationalisation. Subsequently, the paper focuses on the German context by presenting issues associated with the identity commonly attributed to Germans, including national identity, German culture, and German management styles and principles. An evaluation of the "country-of-origin" phenomenon, with a specific look at the case of "Made in Germany", and an assessment of German companies in the international arena conclude the section on the German context. A further focus of the thesis is the connection between Germany and Australia, specifically the attractiveness of the Western Australian market and German business presence in

Australia. The method of research consists of two major parts: a theoretical framework and an empirical analysis. The theoretical framework is based on a study of literature and provides the foundation necessary for the empirical analysis. The empirical analysis consists of the collection of primary data by means of a questionnaire and the statistical interpretation thereof. The questionnaire was specifically compiled for this thesis. Findings of the paper include that "Made in Germany" is generally considered to be a competitive advantage over companies with a non-German national identity. Both the theoretical framework and the empirical analysis indicate that the national image of Germany and its accompanying positive reputation has been introduced successfully to Western Australia, although German companies operating within Australia seem to adopt a "Be German, Act Australian" approach. A German dominance prevails in the ownership of the organisation while nationality of staff, in-house business culture and management styles and principles are predominantly non-German/Australian. Respondents thus act and are global and local at the same time. Inhaltsverzeichnis: Table of Contents: List of Tables and Figuresiii Executive [...]

LEADERSHIP IN HIGH PERFORMING CULTURES

AN EMPIRICAL ANALYSIS IN GERMAN CONSULTING PRACTICE

GRIN Verlag Master's Thesis from the year 2019 in the subject Business economics - Business Management, Corporate Governance, grade: 1,0, University of Applied Sciences Essen, language: English, abstract: The purpose of this research is to investigate challenges and requirements for leadership in a high performing culture based on the example of Consulting. The following research questions give evidence related to the aim of this research: Q1: How can leadership in Consulting be defined? Q2: What are challenges and requirements for successful leadership in Consulting? The investigation of leadership in Consulting has not been addressed entirely within the scientific community so far and demonstrates a potential research-gap. Therefore, existing scientific theories (chapter 2) such as leadership theories, capabilities, skills and effects on an organization are relevant to the frame of reference and the empirical analysis. Consequently, this research provides a significant contribution to existing research and targets a relevant contribution in terms of practical advice for leaders and managers in the Consulting industry faced with leadership challenges and responsibilities.

BANKS AND SHAREHOLDER VALUE

AN OVERVIEW OF BANK VALUATION AND EMPIRICAL EVIDENCE ON SHAREHOLDER VALUE FOR BANKS

Springer Science & Business Media Stephanie Gross focuses on three sets of questions on shareholder value of banks and analyses its measurement, empirical relevance and value drivers.

LISTED PRIVATE EQUITY: INVESTMENT STRATEGIES AND RETURNS

Diplomica Verlag The increasing popularity of private equity ('PE'), and especially leveraged buyouts in the late 1980s, established a novel area of research in these investments. First, research concentrated on the taking private of large corporations in the US. In his most significant paper, Jensen (1989) claimed that PE firms which function as activist investors incentivize the management of their portfolio companies to maximize value, and concluded that in the long run, private companies, owned by PE firms, would outperform firms under public ownership. Others argued that PE firms simply buy companies at a discount by exploiting private information about the takeover targets, or reduce tax spending by highly leveraging the portfolio companies. Today, many PE firms are publicly listed, and the greater transparency and availability of information about these listed PE firms, offers a unique basis to conduct research. Current research in the field of PE, and buyout investments leads to the question, in how far PE firms generate value by means of an investment into a portfolio company. Usually, drivers of value generation are classified into governance, financial and operational capabilities of PE firms. In addition to these direct drivers of value, investment and portfolio management strategies differ with respect to the ways of acquiring and divesting a portfolio company, and these different entry, and exit channels can in turn, offer distinct potential for value generation. Therefore, this paper first presents the investment and portfolio management strategies of PE firms. The strategies include different types of acquisitions, and exits, as well as the associated drivers of value creation. The second objective is to establish a link between different investment strategies, and the expected returns generated on the investor level. Listed PE allows analyzing the market's reaction to the announcement of investments, and divestments within an event study, and hypotheses were derived for both of these types of events. Thereupon, subsamples of announcements are constructed, dependent on the way of entry and exit announced as well as on strategic decisions implemented in the portfolio company that is to be disposed.

THE ROUTLEDGE COMPANION TO COST MANAGEMENT

Routledge Over the last two decades, cost management has been an area of dynamic change and development. This is evident in the extensive inventory of new, high-profile techniques that have emerged. With cost management now firmly established as a distinct sub-discipline within management accounting, The Routledge Companion to Cost Management is a timely reference volume covering both practical developments and research in this area. Topics covered include: Cost control issues Cost analysis and decision making Cost management systems Environmental cost management With chapters from an international team of contributors, this prestigious companion will prove an indispensable addition to any library with aspirations of keeping up-to-date with the world of accounting.

INCENTIVES AND PERFORMANCE

GOVERNANCE OF RESEARCH ORGANIZATIONS

Springer This book contributes to the current discussion in society, politics and higher education on innovation capacity and the financial and non-financial incentives for researchers. The expert contributions in the book deal with implementation of incentive systems at higher education institutions in order to foster innovation. On the other hand, the book also discusses the extent to which governance structures from economy can be transferred to universities and how scientific performance can be measured and evaluated. This book is essential for decision-makers in knowledge-intensive organizations and higher-educational institutions dealing with the topic of performance management.

MULTI-CHANNEL DISTRIBUTION IN THE AGE OF THE DIGITAL CUSTOMER

AN EMPIRICAL ANALYSIS AND CRITICAL ASSESSMENT OF STRATEGIC ELECTRONIC COMMERCE ADOPTION IN THE GERMAN AUTOMOTIVE INDUSTRY

GRIN Verlag Bachelor Thesis from the year 2014 in the subject Business economics - Miscellaneous, grade: 2,0, University of Cooperative Education Stuttgart, course: BWL - International Business, language: English, abstract: In this thesis, the author approaches multi-channel distribution within the age of the digital customer, centralizing a strategic adoption in the German automotive industry. By applying a qualitative empirical research design, he determines key success factors and imperatives for building an effective digital business strategy in the German automotive industry and discloses general factors for success to thrive a multi-channel business. The choice of journals was based on the journal ranking at <http://www.vhbonline.org/service/jourqual/> (status as of: 21.01.2014), whereas the author's focus were highly ranked journals from diverse sources within the areas (1) Business Strategy (Strategy and Digital Business Strategy), (2) Marketing (Multi-Channel Marketing), (3) E-Commerce (E-Commerce and E-Commerce Strategy) and (4) Innovation management (Business Model Innovation). The "Journal of Marketing", "Harvard Business Review", "International Journal of Electronic and Commerce", "European Management Journal" and "MIS Quarterly" depict the preferential literature source. Furthermore, guideline interviews with industry and solution experts (n = 4) of International Machines Corporation (IBM) have been executed. Having a clear vision across all functions and effective communication with all employees will be vital for the German car manufacturers to embark on the journey of becoming a multi-channel business attracting the digital customer. Creation of awareness for the shift and adopting additional sales channels besides integrating the car dealership networks within the emerging multi-channel environment, offering unique product presentation in digital showrooms and building strategic partnerships with IT-providers in order to thrive. Additionally, car manufacturers that can offer a seamless customer experience across all physical and digital touch points through integrating and penetrating the additional sales channels within the existing ones besides managing emerging channel-conflict and building a central data base for customer insight and relationship management will outreach their peers. Having a strong integration in-between the customers, suppliers and business processes in combination with personalized and targeted marketing, all driven by a top-down leadership approach with strong change management capabilities, will enable a car manufacturer to transform operations on a digital basis towards a multichannel business.

INTERNATIONALISATION AND FIRM PERFORMANCE

AN EMPIRICAL ANALYSIS OF GERMAN MANUFACTURING FIRMS
