Contents

Part I Performance Management

Issues and Trends in Publishing Behavioral Science: A Quarrelsome Crew Struggling with a Disintegrating Boat on a Stormy Sea William H. Starbuck	3
How Nonsense Became Excellence: Forcing Professors to Publish Mathias Binswanger	19
Science in the Hands of Strategic Management: The Metrification of Scientific Work and Its Impact on the Evolution of Knowledge Richard Münch	33
A Theory Exploring How Expert Leaders Influence Performance in Knowledge-Intensive Organizations Amanda H. Goodall and Agnes Bäker	49
Incentives and Power: An Organizational Perspective	69
Performance Management and Incentive Systems in Research Organizations: Effects, Limits and Opportunities	87
Part II Performance Measurement	
Interrater Reliability of the Peer Review Process in Management Journals Alexander T. Nicolai, Stanislaw Schmal, and Charlotte L. Schuster	107
The Use of Bibliometrics for Assessing Research: Possibilities,Limitations and Adverse EffectsStefanie Haustein and Vincent Larivière	121

xxiii

The Informative Value of International University Rankings:	
Some Methodological Remarks	141
Frontier Efficiency Analysis in Higher Education	155
Part III Incentives: Monetary or Non-Monetary? Extrinsic or Intrinsic?	
Academic Scientists and Knowledge Commercialization: Self-Determination and Diverse Motivations	173
Imaginary Contradictions of University Governance	189
Research and Teaching Awards as Elements of Incentive Systems in Academia René Krempkow	207
Part IV Innovation and Creativity: Fostering and Impeding Conditions	
Myths, Challenges, Risks and Opportunities in Evaluating and Supporting Scientific Research	223
Why Are Some Nations More Successful Than Others in Research Impact? A Comparison Between Denmark and Sweden	241
Part V Innovative Approaches to Research Evaluation	
Social Media and Altmetrics: An Overview of Current Alternative Approaches to Measuring Scholarly Impact	261
Open Science: Many Good Resolutions, Very Few Incentives, Yet Sascha Friesike and Thomas Schildhauer	277
Success Measurement of Scientific Communication: The Contribution of New Media to the Governance of Universities	291
Double-Blind Peer Review: How to Slaughter a Sacred Cow Margit Osterloh and Alfred Kieser	307

Contents

Part VI What Research Organizations Can Learn from Knowledge-Intensive Business	
The Professional Partnership: An Alternative Model for Public University Governance Reform Nancy R. Edwards and Berthold U. Wigger	325
Incentivizing Innovation in Knowledge-Intensive Companies: Conceptual Analysis of the Fit Between Reward Programs and Organizational Contexts Sven Grzebeta	341
Part VII Applied Contributions, Country and Case Studies	
Adoption and Use of Management Controls in Higher Education Institutions Thomas W. Guenther and Ulrike Schmidt	361
The Suitability of Intellectual Capital Reports for the Quantitative Measurement of Overall University Performance	379
The Elusive Effectiveness of Performance Measurement in Science: Insights from a German University Christoph Biester and Tim Flink	397
Performance Management Systems and their Influence on the Governance Structures of Portuguese Universities: A Case Study Ana I. Melo and Cláudia S. Sarrico	413
Performance Management and Disciplinary Efficiency Comparison Matthias Klumpp	431
Consideration of Knowledge and Technology Transfer Characteristics for Research Evaluation	449
Performance Assessment and Professional Development in University Teaching	465
Part VIII Incentives and Performance: What We Can Learn from a Fairy Tale	
Cinderella Between Rigor and Relevance	481