



Managing to Improve Public Services Book Launch

AIM Research announces the publication of the new book entitled 'Managing to Improve Public Services' edited by AIM Fellows Jean Hartley, Cam Donaldson, Chris Skelcher and Mike Wallace. The textbook evaluates how management can actually be harnessed to improve a range of public services, by examining them through different theoretical lenses. It advances both theory and practice, beyond traditional public administration and 'new public management', by considering the interrelationships between governance and public management.

The book launch was held at the Foreign Press Association in London. David Walker from the Audit Commission and ESRC Council chaired the event and kick started the day with a speech on the "co-production" of knowledge and whether it is possible in public management research. Other speakers included AIM Fellows Jean Hartley, Chris Skelcher, Paul Longley as well as Peter Thomas from the Cabinet Office and Gerry McSorley from the NHS Institute for Innovation and Improvement. The afternoon ended with discussions over wine and canapés.

For further information please contact Agnieszka Witaszczyk - Agnieszka.witaszczyk@wbs.ac.uk or visit our website on <http://www.aimresearch.org/>

AIM Fellows appointed to Expert Panel

AIM Senior Fellow Professor Paul Edwards and AIM Services Fellow Professor Irena Grugulis, have been appointed to the Expert Panel of the UK Commission for Employment and Skills. Their roles are newly created posts within the UK Commission for Employment and Skills, which was launched in April 2008 and aims to raise UK prosperity and opportunity by improving employment and skills.

For further information please view - <http://www.ukces.org.uk>

AIM Research at the Global Superyacht Forum

AIM Senior Fellow Rick Delbridge and AIM Associate Tim Edwards presented their research on the practices and processes that contribute to the successful management of design and construction in the building of large bespoke luxury yachts at the industry's premier international conference, the Global Superyacht Forum, held in Amsterdam in November. The Cardiff Business School researchers teamed up with one of their research participants, Jim Dixon of Andrew Winch Design (AWD), for their presentation at the keynote 'Design Summit' in front of around 150 people from across the range of activities that make up the industry including design, construction, technical and services consultancy.

The research highlights key principles of organization and management practice that help to ensure that these highly complex and delicate projects can be delivered on time and to budget with a yacht that exceeds the client's expectations. AIM research was involved by working closely with the London-based design firm AWD and the Dutch shipyard company AMELS over the full three year build period involving the production of a luxury 58 metre motor yacht. The research highlights the importance of involving the key actors early in the project, keeping an eye on the bigger picture of delivering to standards and customer expectations, and working to simple rules that are used to inform negotiations at potentially difficult points in the building process. This is the latest number of presentations made to the industry audiences, which have included the British Marine Federation Annual Conference and the London Boat Show. The current presentation builds on a recent article that Rick and Tim wrote for the industry's leading publication, *The Yacht Report*.

The research has also been written up for academic audiences and the first major paper from the study entitled 'Challenging conventions: Roles and processes during nonisomorphic institutional change' appeared earlier this year in *Human Relations*. This paper reflects upon the historical development of the now dominant design conventions in the industry and the emergence of the independent designers that are now central actors. Ideas from institutional theory are used to explore the processes through which, change was created and sustained over considerable periods of time. The research highlights the importance of processes of opportunity creation and the consumption of change, alongside the well documented significance of institutional entrepreneurs, in understanding how challenges to institutional norms emerge and may take hold.

A copy of the presentation is available at www.contemporaryprofessions.com/
For further information please contact Rick Delbridge on delbridge@cardiff.ac.uk

AIM Senior Fellow gives inaugural BAM Fellows Lecture

AIM Senior Fellow Professor Gerard Hodgkinson gave the inaugural BAM Fellows lecture at the British Academy of Management (BAM) conference, held in Harrogate on the 10th September 2008, in which he addressed this year's conference theme, the relevance of academic management research. In his talk Gerard assessed the prospects for the emergence of a trans-disciplinary field of inquiry that can meet authentically the twin imperatives of scholarly rigour and social usefulness, at the highest possible levels of excellence. He offered a selective and critical overview of some of the major developments that have arisen over recent years and considered alternative visions for the future of the management studies field. In the preceding week, Gerard gave a keynote speech, again on the theme of relevance, at the Irish Academy of Management's annual conference in Dublin.

For further information please contact Liam Irwin - L.D.Irwin@lubs.leeds.ac.uk





AIM/ESRC Business Engagement Project

As part of ESRC's Business Engagement Strategy, AIM has recently completed implementing the Business Engagement Project. The principal objectives of this project were to identify the key management challenges and concerns in five business areas, three areas with a sectoral focus, (Creative Industries, Financial Services and Retail) and two with a functional focus, (Management Consulting and Marketing Practice.)

Led by AIM Associate Director for Business Engagement Dr Richard Adams (Cranfield School of Management), AIM Scholars Dr Joseph O'Mahoney (Cardiff University), Dr Deborah Roberts (Nottingham University Business School), Dr Jonathan Sapsed (CENTRIM, University of Brighton) and, Dr Steve Wood (University of Surrey) interviewed key industry figures across the sectors interest and analysed secondary sources to develop understanding of the challenges in contemporary management practice. With contributions from Professor Elena Antonacopoulou (University of Liverpool), Professor Michelle Lowe (University of Surrey), Mr Juan Mateos-Garcia (CENTRIM, University of Brighton), Professor Andy Neely (AIM) and, Professor Robin Wensley (AIM), five scoping studies were produced.

Subsequently, managers, commentators, policy makers and representatives of industry associations, debated, developed and validated the challenges in a series of breakfast workshops. High profile industry figures endorsed the initiative by hosting the workshops; several of these events were chaired by AIM's Executive Steering Committee Professor Dame Sandra Dawson.

Arguably, research work has already addressed a number of the identified themes which, if the case, raises a number of questions about the effectiveness of transfer mechanisms or, the translation of research findings into accessible and digestible practical knowledge. There is an appetite, at least amongst those involved in the Business Engagement Project for more and closer collaboration between the worlds of academia and practice, and practitioners can bring important insights, fresh ideas and new perspectives to the agenda setting process.

For other sectoral specific themes developed in each of the scoping studies, see <http://www.aimresearch.org/index.php/business-engagement-project>.

For further detail please contact Richard Adams on r.adams@cranfield.ac.uk

1st Services Fellows Meeting

On the 9 Oct, the AIM newest cohort of Services Fellows met for a launch meeting. The Fellows were introduced to the three of the AIM Senior Fellows who have conducted research on services. Professor Rick Delbridge, Professor Mari Sako and Professor Chris Voss spoke about their research and shared their experiences as AIM fellows. A lively dinner followed the presentations as the Fellows got to know one another better. The next day, Allan Mayo from BERR, Lois Jacobs from Jack Morton Worldwide and Roger Siddle from BPP Holdings Plc presented views from government and from industry, highlighting their respective perspectives on the priorities for service research. This was followed by a poster session as each Services Fellow was given an opportunity to talk about their proposed research. The meeting concluded with a discussion on how the service network could be sustained through regular meetings.

For further details contact Irene Ng on irene.ng@exeter.ac.uk

Summary of Workshop - Retailing in the Twenty-first Century

Retail is an interface between culture and commerce, and national patterns of work organisation and management practices in retail can tell us much about a country. When retailing becomes international it necessarily means that management must negotiate not only international differences between customers, but also those between labour markets. Such themes were the focus of the one-day workshop entitled Retailing in the Twenty-first Century, organised by Dr Ödül Bozkurt (University of Lancaster) and Professor Irena Grugulis (University of Bradford) at the Lowry, Salford Quays, Manchester, on the 30th September 2008. Attended by some thirty participants, the multidisciplinary workshop consisted of nine presentations by specialists in retailing research (drawn from Organisational Behaviour, Marketing, Geography, Human Resources Management and International Business), with a mix of conceptual and empirical papers.

A theme common to several papers in the workshop was that retail firms are highly embedded in economic, social and political and regulatory terms within, whichever country they are operating. Neil Coe explored the way in which this territorial embeddedness means that the multinational retailer exists within a web of intra-, inter- and extra-firm network connections that must re-negotiated every time it enters a new host country. John Dawson discussed the critical factors for success in moving from intra-continental to inter-continental multinational operation, and Steve Burt explored the overarching imperative to deliver on the brand promise in new markets. Finally, Michelle Lowe analysed how large scale entry into markets with very different preferences makes retail internationalisation inherently risky, and detailed the lengths to which firms go to mitigate this risk. The workshop identified a rich research agenda – potentially interdisciplinary, and certainly international.

For further information please contact Jeremy Clegg on L.J.Clegg@lubs.leeds.ac.uk





AIM Research Fellow Simone Ferriani published in European Management Review

Professor Simone Ferriani (University of Bologna) and Prof. Emeritus Gianni Lorenzoni (University of Bologna) have published an article titled "Searching for New Units of Analysis: Firms, Dyads and Networks" in the last issue of European Management Review.

The paper illustrates the research path taken by a community of management and organizational scholars that has gradually emerged within the University of Bologna. This path has unfolded over the last twenty years in an attempt to explore key themes in the realm of industrial districts, networks of firms, and the origin of entrepreneurship. Central to this body of work has been the focus on units of analysis different from the single firm or the industry. The search for non conventional units of analysis has allowed this group to explain phenomena otherwise difficult to grasp and decipher. Here the authors document the milestones of this journey that moves across firms, dyads and networks in search of persuasive explanations of how firms behave in the intersection of transaction and strategic space.

For further information please contact Simone Ferriani - simone.ferriani@unibo.it

Summary of Capacity Building Workshop – Action, Practices and Institutions, 22nd October 2008

This AIM capacity building workshop held at Aston Business School was particularly targeted at emerging and developmental work. As such, it attracted 42 scholars from across the UK (with some representation from Europe and beyond). While many of the attendees were early career scholars, the event also attracted a number of high profile scholars. Keynote presentations were given by AIM Visiting International Fellow Professor Royston Greenwood and AIM Ghoshal Fellow Professor Paula Jarzabkowski. Developmental roundtable sessions were chaired by: AIM Senior Fellow Rick Delbridge (Cardiff), AIM VIF Royston Greenwood (Alberta), AIM Ghoshal Fellow Paula Jarzabkowski (Aston), Renate Meyer (Vienna), AIM Scholar Kamal Munir (Cambridge), AIM Scholar Markus Perkmann (Imperial) and Nelson Phillips (Imperial).

Focus & Aims of workshop

In recent years, there has been a movement toward bringing agency back into institutional research (Greenwood & Suddaby, 2006). Institutional contexts define and guide the rules under which action may occur, while action simultaneously instantiates institutions within organizations. However, recent research agendas counter the extent of the institutional effect and look to the ways that action within organizations shapes the institutional configuration (Jarzabkowski, 2008). From this perspective, people and their practices inhabit institutions (Lawrence, Leca & Suddaby, 2008). While these practices are institutional carriers, they do not automatically reproduce institutions (Lounsbury and Crumley, 2007). Rather, there is a reciprocal process of interaction between institutionalized practices and the way that those practices are realized and modified through action that is at the heart of the socially constructed nature of institutions. This reciprocal process had become an increasingly important focus in institutional theory. The AIM capacity building workshop at Aston Business School on 22/10/08 focused on developing this emerging area of research.

For further information please contact Paula Jarzabkowski - p.a.jarzabkowski@aston.ac.uk

AIM Senior Fellow's intuition research attracts media coverage

Following the publication of his article on intuition in the British Journal of Psychology in February (co-authored with Professor Eugene Sadler-Smith and Dr Janice Langan-Fox), Gerard Hodgkinson's work was featured in numerous articles in international newspapers and magazines. He was also interviewed live by BBC Radio Leeds, BBC Radio York, and popular radio stations in the Republic of Ireland, New Zealand, and Canada. His article analyzed a wide range of research papers examining intuition (or 'gut feelings') and concluded that intuitions are the brains drawing on past experiences and external cues to make a decision – but one that happens so fast the reaction is at a non-conscious level.

For further information please contact Liam Irwin - L.D.Irwin@lubs.leeds.ac.uk

AIM Public Service Fellow launches new book - Reason's Neglect Rationality and Organizing

AIM Public Service Fellow Professor Barbara Townley launches new book 'Reason's Neglect Rationality and Organizing'. This book:

- Explores different dimensions of rationality, and the way they have been addressed
- A revisionary consideration of themes such as bureaucracy, technology, culture, practice, etc.
- Presents a case study of rational management being introduced in a criminal justice system
- Clearly written, yet an engaged and challenging approach to the study of organizations

For further information please view - <http://www.oup.com/uk/catalogue/?ci=9780199298365>





ESRC Grant - Professional Education, global professional service firms and the cultures of professional work in Europe

This month Dr Daniel Muzio an AIM Research Fellow (University of Leeds) and Dr James Faulconbridge (Lancaster University) have been awarded the ESRC Grant to start their research on the global professional service firms and the cultures of professional work in Europe.

Their work investigates global accountancy, architecture and legal professional service firms (PSFs) and the vital roles in the global economy and facilitates cross border businesses. Their operations are, however, complicated by the fact that the home-countries, predominantly the US and UK, both professional cultures, practices and institutions are very different to those encountered elsewhere. This project seeks to examine the way in which, global PSFs manage such differences through the use of selective recruitment and professional education. The project uses a case study of English global law firms in Europe, due to their expansive globalization strategies in the region.

The project examines the selective recruitment strategies of firms and analyses trends in relation to the universities and countries of education preferred by firms through a survey of the qualifications and biographies of partners working in the European offices of English global law firms. The second section of the project examines the role of in-house training programmes, as well as 'preferred' external training providers, in the management of professional cultures through interviews with partners, associates and training managers in England, Germany and Italy. Finally, they will investigate the implications of the training programmes used by firms for the regulation of professional education, through interviews with training providers and regulators of professional education.

For further information please contact Daniel Muzio - dm@lubs.leeds.ac.uk

AIM Public Service Fellow wins Australian Research Council (ARC) Grant

Professor Paul Collier of Monash University, an AIM Public Sector fellow, has been successful in being awarded an Australian Research Council (ARC) Linkage grant entitled Developing a Resource Allocation Framework to support more effective police investigations of major crime. Improving resource allocation decisions will enable police resources to be more effective in detecting and preventing crime. The project addresses the goal of all police agencies to reduce crime by enhancing the capability to manage resources more efficiently and effectively. This requires a more innovative culture that uses the available management information intelligently to make better (in terms of outcomes) resource allocation decisions. The research partner in the ARC is the Victoria Police Crime Department.

For further information please contact Professor Paul Collier - Paul.Collier@buseco.monash.edu.au

AIM Innovation Fellow manages to secure a £1.5m grant from the ESRC

Gareth Shaw is lead co-applicant together with a number of other colleagues at the University of Exeter (UK) for a successful £1.5m grant from the ESRC for Capacity Building Clusters on Sport, Leisure and Tourism. The award will act as a funding basis for PhD. students in tourism over the next 5 years. The award provides the basis for postgraduates to work alongside sponsoring organizations and in addition the grant will also allow the formation of Knowledge Transfer Partnerships, which bring together academic and commercial interests with tourism. In addition to funding CASE awards, the Cluster will also fund KTPs and develop the ESRC business scheme aimed at SMEs. Along with Stewart Barr, Gareth has also been given funding for a CASE award with the National Consumer Council. This will fund a study of the effectiveness of social marketing to promote sustainable visitor behaviour at the resort level.

For further information please contact - G.Shaw@exeter.ac.uk

Top 20 Hit for AIM Fellows

This month, AIM Senior Fellow Professor Gerard Hodgkinson and AIM Research Fellow Dr Mark Healey saw their Annual Review of Psychology article reach the list of top 20 most-downloaded articles from the Annual Reviews publisher in the last 12 months. Since its publication in January 2008, their article on the topic of 'Cognition in Organizations' has received more than 1,750 downloads.

The first published in this series to look at important theoretical and empirical developments in cognitively-oriented research across the entire field of Industrial and Organizational Psychology, their article analyses how cognitive research is providing a host of new insights across the entire spectrum of life in and around modern work organisations.

Since 1932, Annual Reviews has offered comprehensive and timely collections of critical reviews written by leading scientists from a broad range of scientific disciplines, including several Nobel laureates. The Annual Review of Psychology is amongst the most influential publications in the field of psychology.

For further information please contact Liam Irwin - L.D.Irwin@lubs.leeds.ac.uk





ESRC Seminar Series 'Conceptualizing the Contemporary Professions: Interdisciplinary Debates'

Dr. Daniel Muzio (Leeds University), Dr. James Faulconbridge (Lancaster University), Prof. David Sugarman (Lancaster University), Prof. Jonathan Beaverstock (Nottingham University), Dr. Jennifer Tomlinson (Leeds University), Prof. Laura Empson (Cass Business School)

Within the 'knowledge economy' of the professions (traditionally defined as accountancy, architecture, law and medicine) and professionals are important forces, wielding great influence on both private and public matters; after all, they *'heal our bodies, measure our profits and save our souls'* (Abbott, 1988). During the last twenty years the 'professions' have experienced significant and controversial changes, not least because of trends such as: globalization, liberalization, developments in IT and the colonisation of the title professional by new groups.

These changes have so far received limited disciplinary and especially inter-disciplinary attention. This series, which comprises of 4 events (listed below) are scheduled over the next year, and aim to rectify this by promoting a broad and inclusive debate on recent changes to the contemporary professions and developing policy orientated findings in relation to the role of the 'professions', 'professionals' and 'professionalism' in contemporary society. The series hopes to provide an inclusive platform in which practitioners, academics, policy makers and end-users can arrange different disciplinary and national backgrounds who can then, come together and debate issues of common interest and share their respective insights and experiences.

Events:

1. Professions and professionalism in the 21st century: meanings, challenges and prospects (Lancaster University, 6/1/2009)
2. The globalization and changing geographies of professional expertise (Nottingham Universities, 24/4/2009)
3. Diversity, inclusion and representativeness: challenges for the professions (Leeds University, 9/9/2009)
4. The challenge of change in professional services firms (Cass Business School, City University, London, January 2010).

For further details please visit our website <http://www.contemporaryprofessions.com/>

AIM Fellow Simone Ferriani published in Administrative Science Quarterly

Professor Simone Ferriani (University of Bologna), Prof Gino Cattani (New York University), Prof. Giacomo Negro (Emory University) and Prof. Fabrizio Perretti (Bocconi University) have an article titled "The Structure of Consensus: Network Ties, Legitimation and Exit Rates of U.S. Feature Film Producer Organizations" in the last issue of Administrative Science Quarterly. In this paper, the authors examine how consensus is affected by the structure of interaction in the network connecting social audiences to candidate organizations. It analyzes how audience members reach, reinforce, and preserve consensus about candidates' features and behavior, affecting a crucial organizational outcome, survival. The findings show that survival is enhanced by the degree of connectivity and the repeated interactions between audience members and candidate organizations and is reduced by the degree of turnover of audience members. Using data from the U.S. motion picture industry over the period 1912–1970 the authors find strong support for the claim that the legitimation process has a relational foundation that involves ties between organizational entities and the external others with whom they interact.

For further information please contact Simone Ferriani - simone.ferriani@unibo.it

EURAM 2009 – Calls for all Papers

EURAM is the leading European Academy of Management and is inviting you to take place in their May event 2009. The event will consist of experienced management scholars who will share their experiences in doing their research and being a researcher.

EURAM are also pleased to announce, that this year for the first time, they will invite participants of the 2008 doctoral colloquium, who have just finished their PhD, to share their experiences with you. This great opportunity to learn how to survive a PhD. and get insights into strategies that helped your peers.

The second part of the event will enable you discuss your papers in small groups – each supervised by a senior researcher. The aim to briefly outline your research and seek advice and feedback for the particular questions you have. Our scientific committee will decide about who will become the winner of the "EURAM 2009 Doctoral Colloquium Best Paper Award".

In the third part of the colloquium EURAM invite you to take part in identifying future trends of management research.

Chairs will include:

Prof. Dr. Kathrin M. Möslin, University Erlangen-Nuremberg (Chair of Information System I) & CLIC (Centre for Leading Innovation & Cooperation), HHL- Leipzig Graduate School of Management
Dr. Anne-Katrin Neyer, University Erlangen-Nuremberg (Chair of Information System I) & CLIC (Centre for Leading Innovation & Cooperation), HHL- Leipzig Graduate School of Management.

For further details please check www.euram2009.org





The Oxford Handbook of Organizational Decision Making

AIM Senior Fellow Professor Gerard Hodgkinson and AIM International Visiting Fellow Professor William Starbuck have co-edited *The Oxford Handbook of Organizational Decision Making*, published in 2008. The handbook comprehensively surveys theory and research on organizational decision-making, broadly conceived. Emphasizing psychological perspectives, while encompassing the insights of economics, political science, and sociology, it provides coverage at the individual, group, organizational, and inter-organizational levels of analysis. In-depth case studies illustrate the practical implications of the work surveyed.

For further information please contact Liam Irwin - L.D.Irwin@lubs.leeds.ac.uk

Doubly Successful AIM Workshop Series: Mentoring and Supporting Novice Researchers with Developing Academic Publications

Experienced academics taking part in this recent AIM capacity-building workshop series testified to its twofold value. The inputs provided them with a wealth of inter-related practical ideas and insights for supporting their less experienced colleagues in developing their publications profile. But participants found that they could equally apply many of these ideas to themselves. As one put it: 'Plenty of ideas presented to help me in my mentoring role have also assisted me in developing my own publications trajectory...I needed something like this a few years ago!'

The series consisted of a pair of regional workshops offered in London and in Edinburgh. The workshop presenter was Professor Anne Huff, AIM's Founding Director. She has just published a second teaching text, 'Designing Research for Publication', as a sequel to her well-known textbook 'Writing for Scholarly Publication' - both published by Sage. Anne based her inputs on the practically useful conception of academic research career development that she has set out in these texts. Participants each received a copy of both books as a dual-purpose resource: for use with the colleagues for whom they provide mentoring support, and for reviewing and reorienting their own research and publications focus.

For further information on Anne Huff's textbooks see: <http://www.sagepub.co.uk/authorDetails.nav?contribId=503069>

The mentoring workshop series formed part of AIM's capacity building activities on 'training researchers as trainers' funded by the ESRC Researcher Development Initiative (RDI).

For further information please contact Mike Wallace at mike@fedw.demon.co.uk

AIM report on High Value Manufacturing

AIM has released a new report, entitled "High Value Manufacturing: Delivering on the Promise". Drawing on AIM's most recent Management Research Forum, which was organised in co-operation with the Technology Strategy Board, three AIM Scholars - Veronica Martinez (Cranfield School of Management), Guangjie Ren (University of Cambridge) and Andi Smart (University of Exeter) worked with AIM's Deputy Director, Professor Andy Neely to produce the report. The report, which defines high value manufacturers as manufacturing firms that do not compete primarily on cost. Instead they deliver value for one or more of their stakeholder groups by contracting for capability, delivering product/service innovation, establishing process excellence, achieving high brand recognition and/or contributing to a sustainable society. The report is designed to contribute to the forthcoming call for research into High Value Manufacturing. This call, which will be jointly funded by the TSB, EPSRC and ESRC, will explore the challenges facing manufacturers firms which have to compete through global value systems. Further details of the call can be found on the TSB website at www.innovateuk.org, while copies of the report can be downloaded from AIM's website www.aimresearch.org

AIM Research Fellow to visit Bangalore as ESRC India Scholar

Dr Shameen Prashantham has been awarded a grant under the 2008 India-UK scholar scheme of the Economic and Social Research Council and Indian Council for Social Science Research to visit the prestigious Indian Institute of Management Bangalore (IIM-B) during Summer 2009. The scheme allows UK-based scholars to make funded academic visits of 1-3 months to institutions in India, and vice versa, to undertake research collaborations.

While at IIM-B, Dr Prashantham will collaborate with Prof Rishikesha Krishnan, Professor of Corporate Strategy, on research concerning how asymmetric interfirm ties (e.g. with large MNCs) influence capability learning in smaller Indian software firms. This research builds on Dr Prashantham's earlier work on SME internationalization within Glasgow University's Centre for Internationalization and Enterprise Research. It will also draw upon the expertise of Professor Krishnan, a well-regarded academic who is also co-convenor of the forthcoming Strategic Management Society (SMS) India conference.

The study will extend some initial ideas articulated in an earlier executive briefing of the Advanced Institute of Management titled 'Dancing with Gorillas' and a recent *California Management Review* article of the same title, co-authored with Julian Birkinshaw of London Business School.

For further information please contact Shameen Prashantham at s.prashantham@lbss.gla.ac.uk





Workshop Summary of Retailing in the Twenty-first Century

Retail is an interface between culture and commerce, and national patterns of work organisation and management practices in retail can tell us much about a country. When retailing becomes international it necessarily means that management must negotiate not only international differences between customers, but also those between labour markets. Such themes were the focus of the one-day workshop entitled *Retailing in the Twenty-first Century*, organised by Dr Ödül Bozkurt (Lancaster University) and Professor Irena Grugulis (University of Bradford) at the Lowry, Salford Quays, Manchester, on the 30th September 2008.¹ Attended by some thirty participants, the multidisciplinary workshop consisted of nine presentations by specialists in retailing research (drawn from Organisational Behaviour, Marketing, Geography, Human Resources Management and International Business), with a mix of conceptual and empirical papers.

For further information please contact Jeremy Clegg at J.Clegg@lubs.leeds.ac.uk

AIM Workshop on Designing Successful Proposals for Engaged Research

AIM Innovation Fellows Zella King (Reading), Jon Sapsed (Brighton), Mike Chiasson (Lancaster) and Luciana D'Adderio (Edinburgh) have hosted a workshop on "Designing Successful Proposals for Engaged Research". The event, which was held at the Tavistock Institute in London, was the first in a series of two workshops dedicated to training mid-career management scholars in designing and writing fundable proposals in collaboration with research users and stakeholders. The workshop, which attracted over thirty participants, included presentations by AIM International Visiting Fellows Lucy Gilson (Connecticut) and Richard Baskerville (Georgia State), as well as a discussion panel including Anne Farrow (EPSRC) and Andy Neely, AIM's Deputy Director.

The second workshop, dedicated to the practical challenges involved in planning and conducting engaged research, will be held in March and will include presentations by Chris Voss (LBS), Mark Easterby-Smith (Lancaster), John Bessant (Imperial) and Lucy Gilson (Connecticut).

For additional information contact Agnieszka.Witaszczyk@wbs.ac.uk or Zella King z.m.e.king@reading.ac.uk or visit <http://www.aimknowledge.org/>

Book Launch of *Entertainment Industrialised: The Emergence of the International Film Industry, 1890–1940* by Gerben Bakker.

AIM Ghoshal Fellow Gerben Bakker launched his new book, which looks into the emergence and economic development of the film industry in Britain, France and the United States between 1890 and 1940. The book investigates the commercialisation and industrialisation of live entertainment in the nineteenth century and analyses the subsequent arrival of motion pictures, revealing that their emergence triggered a process of incessant creative destruction, development and productivity growth that continues in the entertainment industry today. He argues that cinema industrialised live entertainment by automating it, standardising it and making it tradeable, a process that was largely demand-led, and that a quality race between firms changed the structure of the international entertainment market. While a hundred years ago, European enterprises were supplying half of all films shown in the U.S., the quality race resulted in today's industry, in which a handful of American companies dominate the global entertainment business.

The book launch was held on the 25th November 2008 in Waterstones at The London School of Economics.

For further information please contact Gerben Bakker on G.Bakker@lse.ac.uk

Web Updates

Thank you to those who emailed me their updated profiles, they're all up on the website now, so please take a look and contact me if you need any further assistance.

I'd also like to take this opportunity to announce the **new forum** on the AIM website under the AIM News, Media Centre Section or visit the website at <http://www.aimresearch.org/aim-news/aim-media-centre>. Please feel free to use this space to create new fellows groups, discuss research or to raise questions with other fellows.

For more information please contact Hannah Sutcliffe – Hannah.sutcliffe@wbs.ac.uk





Forthcoming Events

IM 'Training Trainers' Workshop: What's Happening to Data? Harnessing the Potential of Datasets for Management Research

The one-day workshop is being offered in two regional locations:

- Moray House, Edinburgh University - Tuesday 10th February 2009
- City University, London - Wednesday 11th February 2009

AIM is inviting up to five academics from each business and management school to participate in this new professional development opportunity for the UK management research community.

The purpose of the workshop is to update academics in their researcher and supervisory roles about new developments in the availability of datasets for management research. The workshop will have a dual focus: on raising awareness about the expanding array of datasets with potential use in management research, and on exploring the implications for research student supervision and postgraduate research methods teaching.

If you would like to take part in this workshop series, please fill in [the attached application form and declaration of commitment](#) or for further details contact Agnieszka Witaszczyk on agnieszka.witaszczyk@wbs.ac.uk

AIM Capacity Building Masterclass, Writing for the real world

Organised by Zella King, Senior Lecturer and AIM Innovation Fellow, University of Reading the event will be held on the 4th February 2009 in London.

Writing for non-academic audiences in a compelling way is often a challenging for academics. This masterclass is an opportunity for mid-career and senior academics to work on their writing skills for practioner readers. The masterclass will focus on understanding the 'market' for management academics' ideas and routes for getting those ideas into print. It will provide advice on how to write succinctly for non-academic audiences and give participants an opportunity to experiment with new ways of tackling the writing process.

For Further information contact Zella King z.king@henley.reading.ac.uk or visit: <http://www.aimresearch.org/>

Business History and Narrative Approaches to the study of Innovation and Knowledge Management - AIM Workshop drawing on the expertise on AIM Innovation Fellows

Early March 2009, AIM Offices, London, WC1B 5DN

This one day workshop is being organized by a group of AIM Innovation Fellows and is designed for early career academics and PhD students who are researching aspects of innovation and corporate history. These will be researchers involved in multidisciplinary approaches to innovation, learning and knowledge management.

The purpose of the workshop is to focus on the key approaches and methodologies for researching innovation and knowledge management in terms of organizational and personal histories. Its prime aim is to provide the opportunity to develop genuine multi-disciplinary research by business historians and management specialists. The emphasis will be on exploring narrative approaches including storytelling and oral history. These will in turn be considered in terms of multi-method approaches for example linking together the analysis of business archives and narrative histories using such analytical tools as Nvivo 7 and conceptual frameworks such as life course analysis.

Further details including the exact date and application guidelines will be available shortly from AIM Research website www.aimresearch.org.

Social Science and Innovation Event 11th February 2009 RSA, London

On 11th February 2009 a major Social Science and Innovation Event is to be held at the Royal Society of the Arts (RSA) in London. Organised by Lead Innovation Fellow, Professor Michelle Lowe, the event is aimed at academics in management and the social sciences, as well as members of the policy and practice community. Its objective is to generate dialogue between the large amount of research on innovation (broadly defined) going on in the social sciences on both sides of the Atlantic, and that taking place in management research (specifically under the auspices of AIM). Confirmed speakers at the event include Professor Nigel Thrift, Vice Chancellor, University of Warwick, Professor Meric Gertler, Dean of the Faculty of Arts and Science at the University of Toronto and Director of major \$7mill SSHRC research programme awards (2001-2010) on 'Innovation and Regional Systems' and 'Innovation and Creativity in City Regions', and Dr Michael Kitson, Director of the Programme on Regional Innovation at the Cambridge-MIT Institute. The event will commence with lunch at the RSA at 12.30 and will conclude with afternoon tea at 4.30.

For more information on this event, please contact Professor Michelle Lowe (m.lowe@surrey.ac.uk) or Claire Fitzpatrick at AIM (Claire.Fitzpatrick@wbs.ac.uk)





Update on AIM's Capacity Building Programme

AIM is continuing its programme of capacity building activities and events. Our RDI-funded activities have expanded as a result of AIM's success in applying for a further research training grant under the ESRC's Researcher Development Initiative (RDI). The range of activities has a dual strategic focus:

- workshops on training researchers in their secondary role as trainers of the next generation
- workshops on managing the training of researchers in this secondary role and in their primary research role

The new activities on managing the training of researchers as trainers represent a further development of the joint plan for building UK management research capacity developed by AIM and the British Academy of Management (BAM). The table below summarises activities whose details have been confirmed. (Others are in the pipeline.) For further details of particular activities or application arrangements, see the AIM website (aimresearch.org) or contact Agnieszka Witaszczyk, AIM Meeting and Events Officer (agnieszka.witaszczyk@wbs.ac.uk).

Focus of AIM Activity	Date	Location	Type of activity	Organiser
	Spring 2009			
Harnessing datasets for management research	10th, 11th February	Edinburgh, London	workshop for researchers and supervisors (RDI)	Peter Elias, Mike Wallace
Designing successful proposals for engaged research	19th March	London	second workshop in a series of two for researchers	Mike Chiasson, Luciana D'Adderio, Zella King, Jonathan Sapsed

Note: Further details of the ESRC Researcher Development Initiative can be found on the RDI website (<http://www.rdi.ac.uk/index.asp>).

The ESRC Festival of Social Science 2009: AIM Events

1. Research Workshop: "Knowledge and information management in complex product service systems"
Date: TBC
Location: Lancaster University Management School
2. Conference: "Developing Organisation Leaders as Change Agents in the Public Services"
Date: 6th, March 2009
Location: London, Woburn House Conference Centre
3. Symposium: "Structural Changes to Improve Public Service Performance: What Works, Why and How?"
Date: 12th, March 2008
Location: Cardiff Business School
4. Workshop: "Network Industry Policy: Who decides?"
Date: 5th March 2009
Location: Aston Business School
5. Seminar: "Implementing Organisational Change: Lessons from Practice"
Date: 6th March 2009
Location: London, BAM Office
6. Workshop – "Managing knowledge spaghetti - meeting the open innovation challenge"
Date: TBC
Location: TBC
7. AIM Evening Seminar: "Business Models Innovation in Developed and Emerging Markets."
Date: 6th March 2009
Location: Cambridge, Judge Business School
8. Workshop: "Improving Regional Performance: what is the role of benchmarking?"
Date: 13th March 2009
Location: Aston Business School (ABS), Aston University
9. AIM Evening Seminar: "Creative and Cultural Industries: Management Challenges and Solutions."
Date: 11th March 2008
Location: Central London

For further information please contact Agnieszka Witaszczyk on agnieszka.witaszczyk@wbs.ac.uk





Reminder

**CALL FOR PAPERS - Beyond the Enterprise: Widening the Horizons of International HRM
British Academy of Management - Human Resource Management Special Interest Group Workshop March 30th and 31st 2009 - Glamorgan Building, Cardiff University**

This is the sixth BAM HRM special interest group conference and is being hosted by Cardiff Business School, following previous very successful events at Kingston University, LSE, King's College London, Nottingham and Bath. We warmly invite you to attend the conference and to submit your paper for consideration. We welcome theoretical and research-based papers broadly related to the themes and topics outlined below.

Submission deadlines: Please submit an abstract of around 1000 words via email to AIM Senior Fellow Rick Delbridge (delbridger@cardiff.ac.uk) by 12th December 2008.

Full papers should be submitted for distribution to participants by January 31st 2009. Please note that we are also editing a special issue of Human Relations on the same topic as that of the workshop. For further details please refer to the following website:

http://www.tavinstitute.org/humanrelations/special_issues/International_HRM.html

Fees: The cost of the event is £100 for BAM members, £180 for non-members (to include the BAM membership). Participants will need to make their own accommodation arrangements. The workshop booking form and some hotel options can be found on the workshop website: <http://www.cardiff.ac.uk/carbs/conferences/bamsig/papers.html>

For booking and general enquiries please contact Beth Green (Tel: 02920 875730; Email: greenb1@cardiff.ac.uk)

The Sixth International Conference on Theory and Practice in Performance Measurement

International Organisational Performance: New Worlds, New Thinking

14-17 April 2009, Dunedin, New Zealand

Full details of the conference and call for papers: <http://www.pma.otago.ac.nz>

SUBMISSIONS ARE DUE BEFORE 19 DECEMBER 2008 FOR: Academic Research, Practical Applications, PhD Posters, Invited Panels/Workshops.

The 2009 PMA Conference will further explore and build on the theory and practice of performance measurement and management that has featured at the previous five conferences. Similar to its predecessors, the principal aim of the 2009 conference is to provide a unique inter-disciplinary and international forum for the exchange of cutting-edge knowledge and research about organizational performance measurement within both the public and private sectors.

Conference attendees come from across the globe, and in the process bring a fascinating diversity of viewpoints and perspectives to the study of performance measurement and management. At a typical PMA conference about one-third of the participants come from industry and the other two-thirds represent prominent international universities.

Three world-class keynote speakers will help anchor the 2009 conference. The speakers are Professor Rob Chenhall from Monash University, Australia; Professor Ken Merchant, University of Southern California, USA; and Professor Andy Neely from Cranfield School of Management, UK.

In sum, the 2009 PMA Conference will appeal to all practitioners and scholars who have an interest in the theory and application of performance management. The conference seeks to disseminate state-of-the-art knowledge in the field of performance management study and practice and planned to provide participants an intellectually stimulating and rewarding experience.

If we have sold you on the idea of coming to the PMA Conference in Dunedin, we now want you to think about what you could do before and/or after the Conference. Dunedin, situated on the East Coast in the lower part of the South Island, is certainly a beautiful part of the world and we encourage you to explore it. There are excellent walks, adventure, golf courses and many more things to see and do. See the links on our website to build your own itinerary

http://www.pma.otago.ac.nz/travel_and_tours.aspx

Jointly organised by: Performance Measurement Association, Cranfield University and the University of Otago.

**SECOND CALL FOR PAPERS: EuroMOT 2009 - The 4th European Conference on Management of Technology
Closing the Innovation Gap: Theory and Practice, 6th - 8th September 2009 - Glasgow
Organised by UWS University of the West of Scotland - Official Conference of the International Association for Management of Technology**

The innovation gap has become the focus of many governments through stimulating National Innovation Systems, incentives for innovation in companies and improvement of the innovative capability of companies. The conference will cover many aspects of innovation and technology management, bringing practitioners, academics and policy-makers up-to-date. In addition, the Conference aims at creating a meeting point for companies, and academic institutions, inspiring participants to increase the innovative capabilities of companies and to provide fertile ground for collaboration for all.

Papers should be submitted to the below email address no later than November 2008 to Dr Rob Dekkers (co-chair)

Phone: +44 141 848 3876 or Email: euromot.2009@uws.ac.uk

