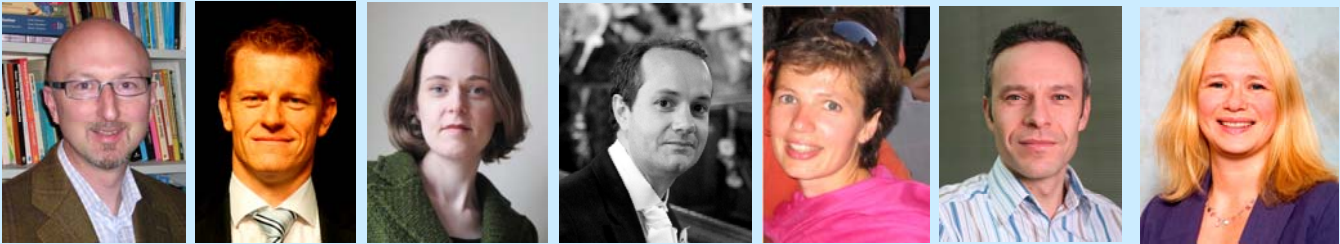


New Cohort of AIM Fellows

AIM is proud to announce the appointment of a new cohort of Fellows, working to improve Management Practices. They are:



(l-r) Lead Fellow Professor Nic Beech, Dr David Denyer, Dr Jennifer Whyte, Dr Joe O'Mahoney, Dr Katy Mason, Dr Markus Perkmann and Dr Zoe Radnor

Professor Robin Wensley comments on the appointments, "I am delighted to welcome the new cohort of mid-career researchers to their AIM Fellowships. They are an outstanding group who I am sure will undertake individually and collectively excellent management research which will have a major impact on both policy and practice."

The new Fellowship will officially begin their work with AIM in September.

AIM Website Developments

The website is undergoing a period of substantial change at the moment, with a number of major developments due in the coming weeks. This process has already begun with a refreshed [Publications Section](#), simplifying browsing of our [Executive Briefing](#) and [Academic Publication](#) pages. We have also significantly improved the [Wider Community](#) section, expanding it to include calls for papers and fellowships and streamlining the information on forthcoming events, so that it's much easier to find the opportunities that are relevant to you. In addition to this we have added a 'Toolkit' to the website, which is a section where you can download self-assessment material for businesses. These materials have been kindly donated by AIM's own Fellows, Professor John Bessant, Professor Lynda Gratton, Professor Julian Birkinshaw, Professor Andy Neely and Professor Jaideep Prabhu, and the section continues to grow so it is well worth investigating.

Furthermore AIM is getting involved with online communication avenues beyond the website, to make it easier to keep track of opportunities through AIM. We are pleased to say that we are now on both [LinkedIn](#) and [Twitter](#) – which is proving an excellent way to keep in touch - and you can add our [News RSS Feed](#) to your favourite blogs for up-to-the-minute information on AIM's activities.

If you have any queries or suggestions about AIM's online activities then please contact Hannah at hannah.sutcliffe@wbs.ac.uk.

Creativity and Innovation within the Organisation



(l-r) Anna Acland, Professor Lynda Gratton, Dr Jonathan Sapsed, Professor Michelle Lowe and Professor Robin Wensley

AIM thoroughly enjoyed being a part of this highly successful conference. It was great to meet so many newcomers to an AIM event, particularly from the practice community. You can view the presentations from this event on the [AIM Website](#), where we will also be posting the video of the event in the near future.

Many thanks to AIM Director Robin Wensley for hosting, to our Fellows Professor Lynda Gratton, Professor Michelle Lowe and Dr Jonathan Sapsed for their excellent presentations, and to Save the Children's Head of Talent Anna Acland for her practitioner's perspective. The evening really emphasised the importance of seeing the practical application of innovative management techniques, and it was particularly interesting to see how innovation shapes such disparate organisations – from corporations to smaller creative businesses, from national governments to international NGOs.

Social Science Week

After an extremely busy few weeks preparing for the ESRC's Festival of Social Science it seems to have passed once again in a flash. Having received lots of positive feedback from the delegates at our events all over the country AIM is extremely grateful to all the speakers and people working furiously behind the scenes to organise this vibrant and interesting festival. If you would like to view the presentations from any of these events, most are available for the following:

[Business Model Innovation in Developed and Emerging Markets](#); [Developing Public Service Leaders as Change Agents](#); [Managing Knowledge Spaghetti – Meeting the Open Innovation Challenge](#); [Creative and Cultural Industries: Management Challenges and Solutions](#); [Network Industry Policy: Who Decides?](#); [Improving Regional Performance: What is the Role of Benchmarking?](#)



(l-r) Professor John Bessant chats with a delegate at 'Managing Knowledge Spaghetti' at Imperial College; AIM's Hannah Sutcliffe and Rose Shaddock at Imperial College, who helped the event to run so smoothly; delegates at 'Business Model Innovation in Developed and Emerging Markets' at Judge Business School

AIM Session at EURAM 2009 Conference: ACC Liverpool, Liverpool

Over 11 and 13 May, AIM Research attended the annual conference of the European Academy of Management EURAM 2009 that took place in Liverpool. EURAM attracts yearly hundreds of renowned academics and thus proved to be a great opportunity to promote various AIM activities as around 800 representatives of the academia attended.

As a part of AIM's ongoing commitment to enhancing connectivity between the AIM and practitioner communities, Professor Robin Wensley, Director of AIM Research chaired and Professor Elena Antonacopoulou co-organised a panel session combined with business networking. The session entitled Delivering Impact: The Challenge of Engagement beyond Relevance, that took place on the second day of the conference, gathered a number of representatives from the policy and business practitioner community as well as leading academics in a joint discussion focussing on the experiences of impact through collaborative research. A panel session involving the aforementioned AIM representatives as well as Prof. Andrew Pettigrew (University of Oxford), Mr Paul Oliver (Conduco Consulting Ltd), Mr Simon Flint (Balfour Beatty Ltd) and Prof. Jeffrey Pfeffer (Stanford University) aimed at discussing such relevant issues in a world of increasing interdependency as ways of delivering more innovative inter-disciplinary thinking, key issues for undertaking collaborative research or determining the success of collaborative research.



The event was concluded with wine and canapés reception enabling the participants to network, debate and learn from the insights of other practitioners, policy makers and senior academics undertaking impactful collaborative research.

AIM was also among the Conference exhibitors. All EURAM 2009 participants were most welcome to come and see Claire and Agi at Stand Number 11. The networking breaks proved to be a great opportunity for the delegates to meet and speak to the AIM team as well as help themselves to a wide range of AIM publications that were on display.

Full details of the Conference can be found at the following website:
<http://www.euram2009.org/r/default.asp?ild=MKEF1>



The Dynamics of Products, Services and Business Models: Innovation, Risk and Employment in Business-to-Business Markets

This enjoyable event hosted by Dr Martin Spring gave a great opportunity to hear Professor Michael Cusumano from the MIT Sloan School of Management, speaking on the roles of business models in engendering sustainable competitive advantage. The event also brought forward some excellent opportunities to discuss future areas of research for the AIM Services Fellows. Keep checking the [webpage](#) where we will shortly be posting the video of this event.

Doing Research in Service: A Research Meeting on the Service-Dominant Logic with Professor Stephen L. Vargo

AIM was extremely fortunate to hold this event, hosted by Professor Irene Ng, which stimulated some really interesting discussion and provided a great opportunity to hear Professor Stephen L. Vargo talking about his work. Delegates described the event as 'an excellent presentation of a complex concept yet extremely important mechanism through which to understand difficult concepts of service' – and welcomed the opportunity to meet 'such an important academic representative'. If you attended this event and would like to view Professor Vargo's presentation slides again, then please contact agnieszka.witaszczyk@wbs.ac.uk. If you would like to view Professor Ng's slides, they are available from the AIM [website](#).

Engage 2009, Birmingham City University

Engage 2009, was hosted by Birmingham City University on the 20-21 May. This year's theme for the event was focused on "The role of higher education institutions in innovation and knowledge transfer". The following papers were presented:

Dr Lorraine Johnston, Lancaster University Management School; Sarah Robinson, Open University Business School; and Dr Nigel Lockett, Bradford University School of Management.

Paper entitled: "Recognising 'open innovation' in HEI-Industry Interaction: From Knowledge Transfer to Knowledge Community".

Helen Fogg, Professor Sarah Jack and Rachael Griffiths, Institute for Entrepreneurship and Enterprise Development (IEED), Management School, Lancaster University.

Paper entitled: "Human resource management (HRM) and the small-medium sized enterprise (SME): Can business support and intervention through HEIs contribute to HR strategy?"

Ian Gordon, ESRC Business Placement Fellow, Professor Sarah Jack, Professor of Entrepreneurship, Institute for Entrepreneurship and Enterprise Development.

Paper entitled: "Only good things can happen if you engage: the role of HEI outreach programmes in creating social capital within SME networks"

Sue Peters, Director, LEAD, Dr Ellie Hamilton, Director of Regional Affairs and Professor Mary Rose, Professor of Entrepreneurship, Lancaster University

Paper entitled: "The role of absorptive capacity in knowledge transfer: a case study".

AIM Public Services Fellow secures ESRC Capacity Building Cluster in Business Research and Engagement Award



Professor Barbara Townley, AIM Public Services Fellow in 2004, has secured an ESRC Capacity Building Cluster in Business Research and Engagement Award to research the Creative Industries in Scotland. The Creative Industries are advertising, architecture, arts and antiques, crafts, design, designer fashion, film, interactive leisure software, music, performing arts, publishing, television and radio. These industries are recognized as an important economic force, a vital source of employment and business development.

The £1.5 million grant has been given to the Institute for Capitalising on Creativity (ICC), a consortium of four Scottish Universities which Barbara directs. The award provides funding for 15 CASE studentships, 7 Knowledge Transfer Partnerships, 15 Business Vouchers plus networking, placements and conferences. The Capacity Building Cluster is designed to develop the capacity of social science research within business and management in the creative industries, and build an awareness of this capacity with the creative industries in Scotland.

The ICC is a consortium of the School of Management, University of St Andrews; Duncan of Jordanstone College of Art and Design, University of Dundee; Royal Scottish Academy of Music and Drama and the School of Computing and Creative Technologies, University of Abertay.

For further details please contact coca@st-andrews.ac.uk or visit the ICC website: www.capitalisingoncreativity.ac.uk

AIM Innovation Fellow hosts seminar by Distinguished Professor Michael Cusumano

On May 21st AIM Innovation Fellow Luciana D'Adderio had the honour to host a seminar by MIT Sloan Management Review Distinguished Professor Michael Cusumano. Michael's talk titled "In search of best practice: Enduring Ideas in Strategy, Innovation, and Technology Management", was an introduction to his forthcoming book as well as a condensed version of the material that he prepared for the Clarendon Lectures, which were held at Oxford University earlier in May. The seminar was extremely well attended by over 60 participants from leading UK universities (including Edinburgh, St Andrews, Strathclyde, Aberdeen, Manchester and Durham) as well as attracting practitioners from industry and policy officials from the Scottish Government.

AIM linked researcher to move to Harvard Business School

Raffaella Sadun is to join the Strategy group at HBS as an Assistant Professor in Autumn 2009. She worked on AIM projects on retail with Jonathan Haskell and on management practices and productivity with Nick Bloom. Both strands of this AIM work were important for her HBS offer - her work on retail was the main paper in her PhD thesis, and her work on management was presented at her HBS hiring seminar and at various other HBS events. At HBS she will be continuing her research by looking more at the activities of individual managers, and the impact of management practices on productivity in the public sector.

Innovation Fellow Cohort Update

Innovation fellows held a one day event 29 April designed to prepare a collective product from their efforts for publication as an AIM glossy - provisional title - The Shifting Boundaries of Innovation (watch this space for further details). The cohort is also holding a symposium at the BAM conference in Brighton (15-17th September) at which they aim to showcase some of their work.

Academy of Management Best Paper Proceedings

AIM Senior Fellow, Professor Gerard Hodgkinson and AIM Research Fellow, Dr. Mark P. Healey, have had a paper on the psychological foundations of organizational capabilities selected by the Business Policy and Strategy Division of the Academy of Management for inclusion in the Best Paper Proceedings of this year's Annual Meeting in Chicago.

AIM Research Fellow Paul Hibbert has had two papers accepted by the Academy: 'Reflexivity as a Threshold Concept: Troublesome Understanding', and 'Why new theories of organization are unlikely - and what to do about it'.

Publications

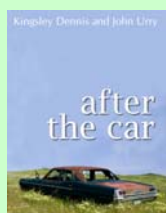
New AIM Executive Briefing: 'Racing for Radical Innovation: How motorsport companies harness network diversity for discontinuous innovation'



AIM Senior Fellow Professor Rick Delbridge and AIM Associate Professor Francesca Mariotti have released a timely AIM-funded report on discontinuous innovation in the motorsport industry, 'Racing for Radical Innovation', which can be downloaded from the AIM website. This report summarises the research findings from a study into how the successful introduction of innovation in motorsport is organised and managed. The motorsport industry is a good example of how creativity, engineering, manufacturing and support services can be combined to produce world class innovations. As such it offers potential lessons for other organisations seeking to become more effective at the kind of radical innovation that provides sustainable competitive advantage.

The new report is available to download from the AIM [website](#).

Distinguished Professor John Urry publishes book 'After the Car' with colleague Kingsley Dennis



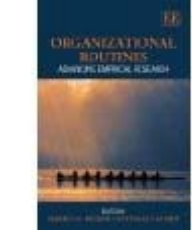
'Some have described the 20th Century as the century of the car. Now that century has come to a close – and things are about to change.' This new book from Urry and Dennis argues that the days of the car are numbered and examines how several major processes are shaping the future of how we travel. They look at changes in technology, policy, economy and society, and make a convincing argument for a future where, by necessity, the present car system will be re-designed and re-engineered.

AIM Senior Fellow, Professor Lynda Gratton, Releases New Book 'Glow'



Professor Lynda Gratton has had an excellent reception to her follow up to 'Hot Spots', 'Glow – How You can Radiate Energy, Innovation and Success'. The book uncovers principles to enable the reader to be 'more innovative, more collaborative, better connected – in other words, more valuable' and is described as a 'highly practical book', giving 'concrete principles' in order to help develop key skills, habits and choices.

Dr Luciana D'Adderio published in "Organizational Routines: Empirical Advances"



Innovation Fellow Dr Luciana D'Adderio has published a chapter in the new book "Organizational Routines: Empirical Advances" edited by M. Becker and L. Lazaric and published by Edward Elgar. The book contains chapters by some of the key contributors to the international Routines debate including Michael Cohen, Richard Nelson and AIM International Visiting Fellow Brian Pentland. Luciana's chapter, titled "The Influence of Artefacts and Distributed Agencies on Routines' Dynamics: From Representation to Performance" draws from the emergent field of Performativity to theorise the mutual adaptation of formal practices and actual practice at an automotive manufacturer. The book will be of interest to anyone involved in the routines debate as well as those interested in organisational and management practices.

Paper from AIM Forum published in International Journal of Production Economics

The International Journal of Production Economics is to publish a paper from AIM and the EPSRC's successful Productivity Ideas Factory, 'Uncovering the links between regulation and performance measurement' by Dr Kin Hua Tan, Nottingham University Business School and Dr Rosalind Rae, Aberdeen Business School.

Bridging the Rigour–Relevance Gap in Management Research

Senior AIM Fellow, Professor Gerard P. Hodgkinson of University of Leeds, and AIM International Visiting Fellow, Professor Denise M. Rousseau of Carnegie Mellon University, have just published an article in the latest issue (May 2009) of the *Journal of Management Studies* entitled "Bridging the Rigour–Relevance Gap in Management Research: It's Already Happening!" as part of a point-counterpoint debate on a number of interrelated issues at the heart of the AIM initiative, not least the extent to which and in what ways high quality research and scholarship in management and organization studies can, should, and is also capable of making a wider contribution to the effectiveness and well-being of organizations and the individuals who work within them. For further details, see *Journal of Management Studies*, 46:3, May 2009.

Forthcoming Events

Service Operations - AIM Conference with AIM Visiting International Fellow, Prof. Rogelio Oliva, Mays Business School, USA - 19th June 2009 - The University Centre - Hicks Room, Cambridge



We invite you to attend the AIM Conference on Service Operations to take part in which we have gathered national and international experts on this subject.

Convened by AIM Deputy Director Professor Andy Neely and AIM Scholar Dr. Veronica Martinez this event is aimed at all those on the interface between manufacturing and service operations, in particular members of the policy and practice community as well as academics in management, engineering and the social sciences.

There will be presentations from expert practitioners and observers, plus real opportunities to share your experiences and views on this exciting topic. The presentations will serve as a springboard for a workshop discussion on the overall impact and challenges of UK organisations embark the servitization journey. There will also be ample opportunity for networking both before and after the event.

For further information and the agenda please see the [event flyer](#).

Registration

There are only **10 spaces** currently available for this event as the majority have already been booked out and thus it is recommended to book your place as soon as possible. Attendance is free.

If you or your colleagues express an interest in attending this event, please register by clicking [here](#) and we will be pleased to send you further details closer to the date of the event.

AIM Fellow Prof. Simone Ferriani is the organizer of two summer schools to be held in the lovely medieval town of Bertinoro (Italy) during the third and fourth week of June:

Summer School in Longitudinal Network Data Analysis using SIENA, Bertinoro, June 15-19, 2009

A 5-days course on the application of stochastic, actor-based modelling principles and techniques to the analysis of longitudinal data on complete networks using the tools implemented in the SIENA software. The main focus is on the analysis of network evolution processes and processes of co-evolution between social networks and changeable actor attributes. The course is taught by Prof. Christian Steglich (University of Groningen), a leading authority on the statistical analysis of longitudinal networks and one of the key contributors to the development of SIENA.

Summer School in Event History & Survival Analysis using STATA, Bertinoro, June 22-26, 2009

Taught by Prof. Paul Allison (University of Pennsylvania), one of the world's leading authorities in this field, this is an applications-oriented course on statistical methods for the analysis of longitudinal data on the occurrence of events, such as births, deaths, marriages, divorces, arrests, promotions, residential moves, innovations, bankruptcies, revolutions, etc. Topics will include life tables, Kaplan-Meier estimation, accelerated failure-time models, hazard models, censoring, maximum likelihood estimation, Cox regression models, partial likelihood, time-dependent covariates, competing risks, repeated events, unobserved heterogeneity, discrete-time methods.

The Schools are open for application to highly motivated PhD students/post docs/faculty members from around the world. Full program and application details can be found at the following links:

Summer School in Longitudinal Network Data Analysis:

<http://www.sa.unibo.it/SA/SummerSchoolAnalysisNetworkDatausingSIENA.htm>

Summer School in Event History & Survival Analysis: <http://www.sa.unibo.it/SA/SummerSchoolEventHistorySurvivalAnalysis.html>

How to Devise and Write Applications for ESRC CASE Studentships in Business and Management

AIM Capacity Building Workshop: 7th July 2009 - Woburn House, 20 Tavistock Square, London WC1H 9HQ

A one-day Workshop led by former CASE Awards Panel member [Dr Martin Spring](#), AIM Services Fellow, Lancaster University Management School

This is the first of a two-part series of workshops, intended to guide and support anyone in Business and Management planning to apply for ESRC CASE Studentships in November 2009. It is very specifically targeted at CASE awards, and will include contributions from two former members of the panel responsible for evaluating applications and recommending awards, as well as recent successful applicants from Business and Management.

This first workshop concentrates on the design of a suitable project and the relationship with collaborating non-academic organisations. A second workshop, planned for October 2009, will concentrate on writing the application. For further information please see [the event flyer](#).

If you would like to participate in this one-day workshop please can you confirm your attendance by registering via the [online booking form here](#).

If you have any other queries please contact Agi Witaszczyk (Meeting and Events Officer) on agnieszka.witaszczyk@wbs.ac.uk or 0207 862 8519. Places are limited, so please book early to avoid disappointment. Attendance is free.

AIM Fellow Prof. Simone Ferriani is the co-organizer of the first edition of the "Medici Summer School in Management Studies" to be held in Florence, July 6-11, 2009.

The Medici Summer School in Management Studies, Florence, July 6-11, 2009

We are pleased to announce the organization of the 6th Summer School in Management Studies for doctoral students and young researchers which will be held in Florence, July 6-11, 2009. The school is a continuation of the Fondazione IRI series and is now being sponsored in collaboration with organizing faculty from Alma GS (University of Bologna), HEC School of Management, and Stern School of Business (New York University). The Summer School is designed to promote doctoral education and research in management studies and contribute to the development of enlightened practice in the management of business organizations. Over the past several years, the Summer School has been a unique educational program for qualified doctoral students interacting with thought leaders in the management field who have shared their knowledge and wisdom on frontier research topics. The Summer School combines lectures and research seminars by prominent international scholars with an active engagement of participant students. The program includes lectures and seminars by the following confirmed faculty members: Charles Baden-Fuller (Cass); Gino Cattani (New York University), Rodolphe Durand (HEC Paris), Simone Ferriani (University of Bologna), Raghu Garud (Penn State University), Giovanni Gavetti (Harvard Business School), Gianni Lorenzoni (Alma GS), Joe Porac (New York University), Elizabeth Pontikes (University of Chicago), Hayagreeva Rao (Stanford University), Ezra Zuckerman (MIT).

The title of the 2009 edition is: "Categories and Identities in Industries and Markets"

Participants will be fully covered in their accommodation expenses. Program, deadline and application details can be found at the following link: <http://www.medicisummerschool.it>

Call for Applications: International Summer School On the logic of Self-reinforcing Processes in Organizations, Networks, and Markets to be held at Freie Universität Berlin, Germany, July 13 – 17, 2009.

Convenors: Georg Schreyögg and Jörg Sydow (Freie Universität Berlin) in collaboration with Huseyin Leblebici (University of Illinois at Urbana-Champaign)

Self-reinforcing dynamics have been identified as highly important drivers of technological and organizational standardization, of path dependence, of escalating commitment to problematic decisions, of regional clustering of industries, of organizational inertia and strategic persistencies, to name but a few. Patterns of self-reinforcement are set into motion through various forces such as increasing returns, continued self-justification, external network effects or complementarities. Once underway, these processes are difficult to stop and even more difficult to reverse into a different, more preferable direction. Although well-known phenomena up to now a dearth of attention has been given in research to self-reinforcing processes. The key objective of the International Summer School therefore is to bring together researchers from different disciplines studying self-reinforcing phenomena and to elaborate jointly on their dynamics on different levels, on the individual, the organizational, the network or on the market/field level respectively. In the end, the Summer School aims at reaching a deeper theoretical and empirical understanding of the logic of self-reinforcing dynamics.

In order to get a deeper insight into self-reinforcing processes it is necessary to employ different theoretical perspectives and a variety of research methodologies. To this end, the Summer School invites contributions from different disciplines that focus on one or more of the following issues:

- The role of initial conditions for self-reinforcing developments;
- Dynamics of self-reinforcing mechanisms, and lock-ins;
- Forms of path dependence and their development over time;
- Analysis of inter-organizational dynamics, focusing, e.g., on science-industry relations, global alliances, regional clusters, etc.;
- The interplay among self-reinforcing processes between different levels of analysis (individual, group, organizational, network, field, region, society);

Applications discussing such substantive issues, and possibly others, empirically or conceptually, comparatively or monographically, with regard to recent or more historical developments, are cordially invited.

Interested participants should submit to an abstract to joerg.sydow@fu-berlin.de of no more than 1000 words for their proposed contribution by **May 4th, 2009**.

The submission must be made via email and it must be a Word or PDF attachment. It should contain author's CV incl. list of publications, institutional affiliation, email and postal addresses. Authors will be notified of acceptance or otherwise by **May 18th, 2009**. Full papers would have to be submitted by **June 30, 2009**.

Those who will be accepted for presenting their research at the International Summer School will receive a grant covering travel and accommodation costs. These grants are awarded by the Centre for International Cooperation (CIC) of Freie Universität Berlin.

For more details please consult www.pfadkolleg.de

Academy of Management Annual Meeting 7-11 August: the MOC Division's Program

In 2007 Professor Gerard P. Hodgkinson, Senior AIM Fellow, was elected to serve on the AOM Managerial and Organizational Cognition Division's Executive Committee for a 5-year term. In each year a different role is performed with this year's role being that of Program Chair, the main duties of which are to oversee the development of the division's entire scientific program for the 2009 Annual Meeting.

This year the MOC Division received 185 paper submissions and 30 symposia submissions, each of which had to be sent out for review. As a result of a stringent review process, the 2009 program promises to be an exciting and action-packed event in which a number of AIM Fellows and associates will feature prominently. For example, following the formal welcome session, AIM Ghoshal Fellow, Professor Paula Jarzabkowski of Aston Business School, together with AIM International Visiting Fellow, Professor Jean Bartunek of Boston College, will take part in a jointly sponsored symposium entitled 'The Mundane Roots of Dramatic Change: Linking Everyday Practices and Routines to Sustainability'. For those of you attending the 2009 annual meeting in Chicago watch out for other MOC Division events involving your AIM colleagues and I look forward to seeing you in the Windy City.

AIM Research Fellow Paul Hibbert is also contributing - with colleagues Ann Cunliffe, Sharon Livesey and Russ Vince - to a Professional Development Workshop on Reflexivity, which has also been accepted for the Academy Conference.

Forum on Markets and Marketing: Extending Service-Dominant Logic, September 2010

AIM Lead Services Fellow Professor Irene Ng will be co-chairing the the Forum on Markets and Marketing: Extending Service-Dominant Logic (FMM 2010) with Professor Robert Lusch and Professor Steve Vargo which will be held 23-26 September 2010 at the University of Cambridge.

The Forum on Markets and Marketing is a high level gathering of top scholars in service and was established as a service-dominant logic based forum to: (1) explore foundational and macro issues related to marketing, including the understanding of markets and marketing systems and (2) further the development of S-D logic. It is to be a three to four day intensive dialogue about substantive issues, rather than as a traditional conference with a large number of paper presentations and little discussion. Thus, it is limited to a small group of two to three dozen scholars, who agree to participate for the entire event, and a small number of invited doctoral students.

Calls and Opportunities

Call for Applications - AIM 'Targeted Initiative' to Support Research Capacity Building in 2009-10

AIM's current RDI (Researcher Development Initiative) project includes an experimental 'targeted initiative'. It is intended to promote the sustainable regional and local development of academic researchers in their secondary role as research trainers, research methods teachers and supervisors. Mike Wallace will be delivering one-day 'training trainers' workshops for early and mid career researchers in up to three collaborative groups of - or individual - business and management schools, conditional on the commitment to maintain a mutual support network for at least a year. The aim is to maximise the potential for collective learning and mutual support amongst academic staff and to minimise participants' travel costs.

The submission deadline is Friday 12th June 2009. For details of how to apply see the [AIM website](#).

JOURNAL OF MANAGEMENT STUDIES

Call for Papers – Special Issue on Innovation for Inclusive Growth – Guest Edited by Anita McGahan and AIM Fellows Professor Gerry George and Professor Jaideep Prabhu

Over the past decade, a shift in emphasis has occurred in emerging and developing economies towards innovation and entrepreneurship over the Washington Consensus policies of the early 1990s. This new emphasis puts a priority on unleashing creativity through 'inclusive growth' initiatives deployed through for-profit and not-for-profit organisations that cater to populations that have remained vastly underserved by products developed for the western economies. Many such product, organisational, or community-level innovations are targeted towards bridging the socio-economic divide between those above and below the poverty line.

Professor CK Prahalad's 2004 book entitled *The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits* popularised this phenomenon among executives and academics alike. Much touted recent examples such as Tata Motors' Nano or the \$100 laptop project serve markets through innovations that challenge conventional wisdom. Initiatives such as at the Hrudayalaya Heart Hospital use developed economy knowledge to create products and services that leverage locally available resources. Entrepreneurship by Discovery Health has led to marketing innovations that have been so successful in South Africa that they have been adopted in other parts of the world. Similarly, initiatives such as microfinance have facilitated transitions into self-employment for women and disenfranchised minority communities. These innovations for inclusive social growth are seen in sectors such as rural health and medicine, global pharmaceuticals, banking, consumer products, energy, manufacturing and construction among many other sectors.

We invite papers that adopt multi-level approaches at the individual, community and regional levels of analysis to explain social transformation enabled by innovation and entrepreneurship. Papers that develop conceptual insights into the emergence of specific innovative practices and value creating outcomes are encouraged. Given the limited empirical evidence on this topic, well-developed empirical papers are particularly welcome. Papers solely focused on social and developmental issues are not part of this call. All manuscripts should address the firm and its industry/network or individual entrepreneurs as the unit of analysis.

We encourage manuscripts which explore, but are not limited to, questions such as:

- How can organisational innovation become a tool for social transformation and growth?
- Are there fundamental theoretical and empirical differences between inclusive innovation and entrepreneurship across economic contexts?
- How do organisations respond and innovate to achieve inclusive growth and access?
- What are organisational or community level motives that bring together such innovations?
- What economic sectors have there been greater success in inclusive growth?
- Why and under what conditions does inclusive growth succeed?
- How has business-model innovation occurred under inclusive growth initiatives?
- What empirical relationships arise between inclusive growth and sustainability?

Papers are encouraged from broad disciplinary fields but with a unifying theme of innovation and entrepreneurship with managerial / organisational relevance. For example:

- Social psychology theories to explain motivation, self-efficacy and empowerment in disenfranchised members of society can be used by managers to develop effective outreach programmes.
- Network and social structuration theories that help explain barriers to inclusive growth and innovation.
- Management theories to explain the organisation, strategy, and performance of companies involved in these efforts.
- Resource-based and capabilities views that tie innovation and entrepreneurship to long term organisational development
- Theories of competition, isomorphism and industry change that explain how dominant models emerge to shape economic opportunity over the long run

Papers should be submitted as e-mail attachments to Gerry George (papers should be marked JMS Special Issue and sent to rgcadmin@imperial.ac.uk) by **31st December 2009**. The anticipated publication date is 2011.

Please conform to the normal guidelines for submission to JMS

(www.blackwellpublishing.com/jms). Any enquiries relating to this Special Issue can be directed to any of the editors (Gerry -- g.george@imperial.ac.uk; Jaideep -- jcp31@cam.ac.uk; Anita -- Anita.McGahan@Rotman.Utoronto.Ca)