

Changes Within the AIM Office (London)

AIM's Operations Manager Esme Foster will be starting a period of maternity leave on 5th September and will return in May 2009. AIM would like to send their best wishes and congratulations to Esme. During this period Claire Fitzpatrick will be Acting Operations Manager. Please contact claire.fitzpatrick@wbs.ac.uk if you have any queries.

New Starters at AIM

Agnieszka Witaszczyk (Agi) joined AIM in June 2008 as the Events and Meetings Officer. Agi's key tasks are to organise and support all aspects of AIM's events programme and to manage the meeting facilities within the AIM office for the AIM cohorts. For information about AIM events or to book meeting space within the AIM office (Russell Square) please contact Agi on 0207 862 8519 or agnieszka.witaszczyk@wbs.ac.uk.

Hannah Sutcliffe joined AIM in July 2008 as the Website and Office Administrator. Hannah's key tasks are to act as the main point of contact for the AIM Office and work on the AIM website to ensure content is up to date and topical. For further information about the website please or to submit news articles, outputs and other content please contact Hannah on Hannah.sutcliffe@wbs.ac.uk, 020 7862 8510 or www.aimresearch.org.

AIM Management Research Forum on High Value Manufacturing

On 30th June AIM hosted the UK's Management Research Forum in collaboration with the Technology Strategy Board. Bringing together a range of senior academics, practitioners and policy makers, the Forum focused on High Value Manufacturing. Specifically the group debated what High Value Manufacturing meant to manufacturing firms in the UK and how the Technology Strategy Board - and its partners - might support practical and applied work to help UK manufacturing firms improve their profitability in today's global market. For the purposes of the discussion the group adopted the Technology Strategy Board's framework for High Value Manufacturing, which identifies four High Value Manufacturing pillars - products, manufacturing processes, service systems and global value systems. The view of participants in the discussion was that the Technology Strategy Board already supports a great deal of work on the first two of these pillars - products and production processes - and that to create the right environment for UK manufacturing firms to compete internationally more work was needed on the second two pillars - service systems and global value systems. Three AIM Scholars - Dr Veronica Martinez (Cranfield), Dr Andi Smart (Exeter) and Guangjie Ren (Cambridge) worked with AIM's Deputy Director, Professor Andy Neely to produce a summary of the discussion. Participants in the Forum have now commented on the report, the final version of which will be released in September. Copies of the report will be available to order from the AIM office or to download on the AIM website.

For further information please contact professor Andy Neely on a.neely@cranfield.ac.uk

AIM Industry Workshop - Network Industries: Economic Regulation in Practice

On 20th June, AIM Ghoshal Fellow, Paula Jarzabkowski, ran an industry workshop "Network Industries: Economic Regulation in Practice" at Aston Business School. The workshop topic built from her AIM-funded research and is part of a proposed bid for an Aston Centre for Critical Infrastructure & Services (ACCIS). The all-day workshop brought together over forty people from policy, industry and regulatory bodies for a frank discussion about the critical challenges network industries face. The communications, energy, telecoms and transport sectors were equally represented. The event was introduced by Professor Julia King CBE FREng and followed by keynote speeches from Peter McCarthy-Ward (Director Equivalence, BT), Chris Bolt (Chairman, Office of Rail Regulation), Andrew van der Lem (Director, Better Regulation Executive, BERR), and Paula Jarzabkowski (Aston Business School).

The afternoon produced some very fruitful discussions around four key areas of focus (1) efficiency, competition, regulation and consequences, (2) environmental and social sustainability, (3) politics, poverty and social action and (4) technological and infrastructure development. The event was celebrated as a success. The workshop was organised and coordinated by AIM Associate Jane Matthiesen and supported by other academic staff at Aston. The ideas generated at the workshop will now be used as the basis for future research in network industries. For further information please contact Paula Jarzabkowski on p.a.jarzabkowski@aston.ac.uk

Managerial Knowledge Spillovers from Foreign Direct Investment

Knowledge spillovers from foreign direct investment (FDI) have been a significant topic in management and economics research. Substantial research has been carried out on the impact of technology / R&D spillovers from FDI. However, little is known about managerial knowledge spillovers despite being one of the most important types of knowledge transfer. A recent study carried out by AIM Fellow Dr Xiaolan Fu at Oxford University analyses the managerial knowledge spillovers from FDI using a recent UK national workplace survey dataset. It is found that multinational enterprises (MNEs) in the UK have adopted more management practices across a wide range of areas than the indigenous UK firms. The gap between the indigenous British firms and MNEs is considerable and statistically significant. Statistical evidence suggests significant intra-firm transfer and inter-firm spillovers of managerial knowledge from FDI. The productivity effects of the foreign managerial knowledge spillovers on indigenous workplaces are positive and significant. Results from this research were presented at the Academy of Management (AOM) Annual Conference and Academy of International Business (AIB) Annual Conference. The research is funded by the EPSRC and AIM. For more details please contact xiaolan.fu@geh.ox.ac.uk.

New Book on Innovation Policy by AIM Innovation Productivity Grand Challenge Fellow

AIM IPGC Fellow Erik Stam (University of Cambridge) together with Bart Nooteboom (Tilburg University) has published a book on innovation policy titled "Micro-Foundations for Innovation Policy" (Amsterdam University Press / Chicago University Press). The book provides new insights into what happens in innovation processes on the micro level of people, firms and interaction between them. It explores the roles of individuals and organizations involved in the creation and application of innovations. Covering topics as diverse as the macro-economic importance of innovation, theories of knowledge and learning, entrepreneurship, education and research, organizational innovation, networks and regional innovation systems, "Micro-Foundations for Innovation Policy" provides critical insights into the development of innovation policy.

For further information please contact Erik Stam on fcs28@hermes.cam.ac.uk

**Announcing a New Book by AIM Public Service Fellow Professor Barbara Townley:
Reason's Neglect: Rationality and Organizing - Oxford University Press - August 2008, £22.50 paperback**

Reason's Neglect traces some of the findings of the AIM Public Service Fellow's research and in doing so challenges the theoretical foundations of understanding organizations. Combining previously unpublished empirical material and a new theorization of our approaches to understanding organizations, *Reason's Neglect* will be of interest to those with an interest in the role of performance measures in the public sector and those with a broader interest in recasting organization theory.

Professor Townley's AIM Fellowship was an investigation into the role of performance measures in the criminal justice system and in particular their role in encouraging a 'joined up' approach to its administration. Based on interviews with all criminal justice agencies, the police, courts, judiciary, barristers, policy personnel, and voluntary agencies etc., this book relates the experience of those working in the CJS, their experience with measures and the latter's impact on work organization. Wishing to go beyond an empirical analysis of the performance measurement in the public sector, the book is concerned to locate this experience in a new theorization of management and organization. It argues that in order to understand this experience it is necessary to investigate the differing concepts of rationality that make performance measures 'a rational thing to do'. The book thus traces the different understandings of rationality, excavating their use and their theoretical foundations in the literature that informs our understanding of organizations. In doing so it identifies and contrasts the economic, bureaucratic, technocratic, institutional, contextual, situated and embodied rationalities that inform the disembodied, embedded and embodied personas that inform our 'rational' actions. Arguing that not only performance measurement but all management action needs to be seen against this backdrop, *Reason's Neglect* contributes both empirically and theoretically to our understanding of management and organizations.

For further information please contact Professor Barbara Townley on coca@st-andrews.ac.uk

PMA 2009 Conference - Dunedin, New Zealand - 15 - 17 April 2009

We are delighted to announce dates and venue information for the PMA 2009 Conference. The Conference will be held in Dunedin, New Zealand from 15 - 17 April 2009.

The themes for PMA 2009 will be centred around, `The Science and Theory of Organisational Performance` and `The Art and Practice of Organisational Performance`. There will be a selection of keynote speakers, parallel sessions and plenary sessions around these key themes.

The PMA seeks to be the world's foremost academic-practitioner association devoted to advancing knowledge and insight into the fields of performance measurement and management.

Please register your preliminary interest by completing the fax-back form, which can be located on the PMA website and hold the dates in your diary. [Please click here to access the form.](#)

For further information please contact Jacqueline Brown (PMA Management) pma@performanceportal.org or see www.pma.otago.ac.nz

PSL Steering Group Meeting on Collaborative Thought Leadership

The PSL Steering Group, convened by AIM Executive Advisor, Ian Tough, met at Magdalene College Cambridge on 17th July. The overarching theme for the meeting was Collaborative Thought Leadership, showcasing the government's Home Access Programme on ensuring ICT access at home for every 5 to 19 year old in maintained education in England by 2011. Presentations were received from Equanet and Toshiba, two of the delivery partners within the Programme. In widening the discussion, QinetiQ, the Judge Business School and Transitions, addressed the Steering Group on commercial development and academic aspects within Collaborative Thought Leadership. The next Steering Group meeting will be hosted by Oracle in Reading on 14th October. The subject matter will be Collaborating for Sustainability. AIM Senior Fellow, Professor Chris Huxham, represents Strathclyde University on the PSL Steering Group.

For further information please contact AIM Executive Advisor Ian Tough on Ian.Tough@pslcbi.com

New Book for AIM Senior Fellow – The Oxford Handbook of Interorganizational Relations

The Oxford Handbook of Interorganizational Relations (Eds. AIM's Steve Cropper, Mark Ebers, Chris Huxham and Peter Smith Ring) has been published by Oxford University Press. The Handbook was conceived in the earliest days of BAM's Interorganizational Relations Special Interest Group (SIGIOR) and, in more recent times, benefited from discussions among SIG members at various meetings and workshops. The editors also received important feedback at a meeting of AIM Senior Fellows.

The Handbook is comprised of three main sections as well as introductory and concluding chapters by the editors. In the first of the three sections authors address various manifestations of inter-organizational relationships IORs, which they define as inter-organizational entities (IOEs) including discussions of research on: industrial districts, alliances and joint ventures, social networks, supply chain networks, policy implementation networks, voluntary and community sector partnerships, local and regional development partnerships, technology partnerships, public sector service collaborations and project based collaborations. Theoretical and disciplinary perspectives on the study of inter-organizational relations (IOR) are treated in the second major section of the Handbook. These include: Social Network perspectives, Evolutionary perspectives, Transaction Costs Economics perspectives, Critical perspectives, Social Psychological perspectives, Political perspectives, and Legal perspectives. In addition, a chapter is devoted to research exploring the management of inter-organizational relationships. The third main section of the Handbook addresses research on a variety of topics related to IORs. These include: Trust, Power, Social capital, Learning and Innovation, Dynamics, Temporality, and Change, Intervention and Evaluation.

A total of forty-six authors contributed to the 25 chapters contained in the three main sections. They represented thirty-two universities in Europe, Asia and North America, a number of whom were AIM Fellows, including the four editors.

The introductory chapter by the four editors provides readers with a brief history of the evolution of IOR as well as a discussion of the Editors' approach to the subject matter. Readers are also provided with a roadmap to use of the material contained in the Handbook.

In the final chapter of the Handbook the editors provide their assessment of IOR as a field of study, concluding that knowledge on IOR, IORs and IOEs remains highly segmented in what they describe as silos and that while accumulation of knowledge related to IOR had grown steadily over the past half-century, comparative and integrative work remains scarce. They identify a number of challenges for those interested in furthering an understanding of IOR.

The book is available at 20% discount (£68 instead of £80) until 30/09/08 if purchased directly from OUP (contact: Keira McDermott, Tel: +44(0)1865353650, email: keira.mcdermott@oup.com). This discount is open to university libraries.

AIM Fellows Published in California Management Review

Dr Shameen Prashantham and Professor Julian Birkinshaw (AIM Research Fellow and Senior Fellow respectively) have an article titled "Dancing with Gorillas: How Small Firms Can Effectively Partner with Multinational Corporations" in the forthcoming Fall 2008 issue of California Management Review.

In this paper, the authors take the perspective of smaller enterprises in a globalizing world, and argue that a primary way for them to internationalize successfully is through partnerships with local MNC subsidiaries – in their own backyard – which they can subsequently leverage to generate opportunities on a global scale. Drawing upon research in India and the UK, the paper offers a framework to help smaller enterprises think through the key steps that are needed to form, consolidate, and then extend their relationships with MNCs in the local market, emphasizing ways in which they can leverage the asymmetry between these two sets of organizations to engage effectively with MNC partners.

This collaborative effort between Prashantham (Glasgow University) and Birkinshaw (London Business School) is illustrative of the potential that exists for joint activity across institutions and cohorts within the wider AIM community which has been fostered through AIM's various forums and gatherings over the years since its inception.

The AIM Executive Briefing 'Dancing With Gorillas: How SMEs Can Go Global By Forging Links With MNCs' can be ordered from the AIM office or downloaded from the [AIM website](#)

For further information please contact Dr Shameen Prashantham on s.prashantham@lbs.gla.ac.uk

AIM Fellow Takes Prestigious Role at the Royal Society

AIM Fellow Dr James Wilsdon will be leaving Demos to take up a new role at the Royal Society. He will be joining as the Director of the International Science Policy Centre, which is a new initiative which aims to integrate and strengthen the Royal Society's policy and international activities in the run-up to its 350th anniversary in 2010. The vision for the centre is outlined here: <http://royalsociety.org/publication.asp?id=5633>

AIM would like to wish James success in his new role.

For further information please contact James on james.wilsdon@royalsociety.org

New Book on International Migration and Knowledge

AIM Fellow Allan Williams (London Metropolitan University) has published a new book jointly with Vlado Baláž of the Institute of Forecasting, Slovak Academy of Science. *International Migration and Knowledge* (London: Routledge, July 2008) is an innovative exploration of the role of international migration in knowledge creation and transfer, and it provides national, regional, firm and individual-level perspectives on this emerging research and policy issue.

Two unconnected but important recent academic and policy debates have focussed on the idea of the knowledge-based economy and the economic consequences of increasing international migration. This book challenges established views in these debates and argues the need to understand that all migrants are potentially knowledge carriers and learners, and that they play an essential role in the globalization of knowledge transactions.

Deconstructing the concept of knowledge, and demonstrating how tacit knowledge is in fact an amalgam of encultured and embrained/embodyed forms of knowledge this book considers the economic consequences of international migration. These are analysed, first, in terms of the economic and immigration strategies of national and regional bodies. Then the authors explore how the 'diversity dividend' of migration is captured by firms through their management strategies, and by individuals through increasingly boundaryless careers, continuous learning and transnational working lives. This research is an original contribution which provides the first overview of one of the most dynamic forces for change in the globalising economy.

For further information please contact Allan Williams on Allan.Williams@londonmet.ac.uk

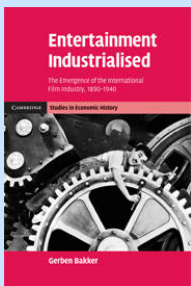
New Collaborative AIM Book: *Managing to Improve Public Services*: Edited by Jean Hartley, Cam Donaldson, Chris Skelcher and Mike Wallace, Cambridge University Press

This book will be released in November 2008 and is written by the cohort of AIM Public Service Fellows – all leading social science and management specialists, awarded the prestigious ESRC/EPSC Public Service Fellowships in 2003. It will be of interest to graduate students, academics and policy makers involved in public service management and performance measurement.

The book covers areas including: How are public service organizations governed? How can their performance be measured, managed and improved? Public services play a central role in the wellbeing, sustainability and growth of communities, cities and nations. *Managing to Improve Public Services* shows how management can be harnessed to improve a range of public services (e.g. policing, health, local government) by examining them through different theoretical lenses (e.g. governance, innovation and change, performance metrics and management). It advances both theory and practice, beyond traditional public administration and 'new public management', by considering the interrelationships between governance and public management.

Place your order for a copy of the book before 31st January 2009 to receive 20% discount. [Click here for order form.](#)

New Book: *Entertainment Industrialised: The Emergence of the International Film Industry, 1890–1940*



AIM Ghoshal Fellow Dr Gerben Bakker has published a new book '*Entertainment Industrialised*' is the first study to compare the emergence and economic development of the film industry in Britain, France and the United States between 1890 and 1940. Gerben Bakker 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 US, the quality race resulted in today's industry, in which a handful of American companies dominate the global entertainment business. [Click here to purchase this book from the publisher](#)

AIM Services Fellow to Deliver Key Note Speech

AIM Services Fellow Dr Martin Spring of Lancaster University Management School (LUMS) will deliver a key note speech on 24th September 2008 at the opening event of ModSeC, a two-year project on Modularity in Business-to-Business Services at the Faculty of Economics and Business Administration, University of Oulu, Finland. The project, funded by TEKES, will explore how modular design principles can facilitate the development of innovative solutions in business-to-business services. It is being conducted by researchers from the University of Oulu and the Helsinki School of Economics, with collaboration from a number of international researchers at Copenhagen Business School, Denmark, Georgia State University, U.S.A., and the University of Hull, U.K., as well as Lancaster University Management School. The project involves a number of Finnish industrial collaborators in sectors including logistics, engineering contracting and telecommunications.

The collaboration complements Martin's AIM-funded research on Business Models for Business-to-Business Services. It also builds on collaborative work with two LUMS colleagues - on modularity with Professor Luis Araujo and on service development in Third-Party Logistics with Dr Kostas Selviaridis - both of whom are also involved in the ModSeC project. The AIM-funded work will involve action research studies with firms in sectors including aerospace, software and publishing, as well as collaborative engagement with colleagues in projects such as ModSeC in related areas.

For more information contact Saara Pekkarinen at University of Oulu on saara.pekkarinen@oulu.fi

Path Dependence and Innovation in British City regions

A new research report was launched in July at NESTA titled 'Path Dependence and Innovation in British City regions'. The report is the result of collaboration with two research teams led by Professor James Simmie (AIM Innovation Directory) from the Department of Planning at Oxford Brookes University and Professor Ron Martin from the Department of Geography at the University of Cambridge.

The research identifies the different industrial and economic pathways taken by UK's most and least innovative city-regions and identifies a series of factors that have led to growing disparities between them. Professor James Simmie, who led the research, presented the findings.

Copies can be obtained from NESTA - <http://www.nesta.org.uk/>

Partnership Led by AIM IGC Fellow Professor Simone Ferriani and Professor Emeritus Gianni Lorenzoni wins €1.3 Million Grant from EU FRIDA - "Fostering Regional Innovation and Development through Anchors and Networks"

A cross European research partnership led by AIM Fellow Professor Ferriani and Professor Lorenzoni (University of Bologna) has been awarded a 1.3 million euro grant for a project which will examine the role of anchor firms in driving regional development. The project aims to improve regional policy making within the EU, by advancing state of the art understanding of the importance of anchor firms to regional development and cohesion. Anchor firms are known to be increasingly important to regional development as highly entrepreneurial, multi-national firms restructure and relocate in response to the pressures of globalisation. However, there is currently a substantial gap in our understanding of the reasons for their qualitatively different impacts on different regions, how and why they assist the development of networks and capabilities in regions, and what local policies make particular regions attractive and influence anchor firms to contribute towards more cohesion and even development. By addressing these questions, the FRIDA project will improve understanding and contribute towards the effectiveness of policy making. The research partnership is so composed: University of Bologna (lead partner), University of Kaiserslautern, Science and Technology Policy Research, University of Katowice, Grenoble Applied Economics Laboratory, University of Catania, The National Technical University of Ukraine.

This two year study is supported by the EU SEVENTH FRAMEWORK PROGRAMME (Theme 8 - Socio-economic Sciences and the Humanities).

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

Service Not Through Manufacturing Goggles: Innovating Through Service Science

AIM Lead Services Fellow Irene Ng will be hosting a session at a conference titled 'Operational Excellence for Financial Services' December 2008 at the Café Royal, London. The session will highlight the paradigm shift from a traditional manufacturing mindset into understanding a service mindset and provides a way of thinking about value and innovation in services that is based on the co-creation of value.

The session also presents the concept of service science and the need to recognise service as a deliberate and organised system, not merely the 'front end bits' that 'just happens,' and that service innovation is about empowering people in the system to think creatively and put ideas to work in a systematic, scientific manner.

For more information please visit the website at www.opex-fs.com

AIM Research Fellow Wins Best Paper Award for the 4th Year at the British Academy of Management Conference

AIM Research Fellow Dr Paul Hibbert has won the Best Paper Prize of the Research Methodology Division of the British Academy of Management for: *Hibbert, P., Coupland, C. and MacIntosh, R. (2008) Reflexivity and the Researcher: Reflection, Recursion, Participation.*

Abstract: Varieties of reflective and reflexive processes have been discussed in the literature, and often used rather instrumentally, although deeper and more challenging levels of introspective process have also been suggested. Some of these processes are individual-centred, whereas others involve working creatively with others. However, within all of the perspectives and possibilities for reflexivity discussed in the literature, it seems that two dimensions of reflexivity are implied. Of these two dimensions one, reflection, has been relatively well characterized but the other, recursion, has not. By developing an integrated treatment of these dimensions, this paper seeks to support a better understanding of the types (or modes) of reflexivity which may be involved in the practice of research, and show how these may be experienced sequentially, as a progressive process.

AIM Fellows' News from the Academy of Management Annual Conference, Anaheim, USA, August 2008

Academy of Management Honour for AIM Senior Fellow

The Operations Management division of the US Academy of Management has elected Professor Chris Voss as the 2008 Operations Management Scholar.

AIM Senior Fellow Organised "Practice" Sessions at AoM Conference

AIM Senior Fellow Professor Elena Antonacopoulou organised several successful sessions at this years AoM Conference concentrating on the practice theme. These events included "Bringing Practice Back into our Scholarship: Setting An Agenda for Action" and "Bringing Practice Back into our Scholarship: The Epistemology of Practice".

AIM Fellow Presented Two Papers at AoM

AIM Fellow Dr Pietro Micheli, Lecturer at Cranfield School of Management, presented two papers at the Academy of Management conference: "The epistemology of performance measurement" (nominated for the PhD student best paper award in the operations management division); and "The roles of performance measurement in the public sector" (presented in the public and not-for-profit division).

AIM Scholar wins Best Reviewer Award

Dr Adegoke Oke has won the Best Reviewer for the Journal of Operations Management for 2007 award.

AIM Ghoshal Fellows Facilitated Several Discussions

Dr Paula Jarzabkowski facilitated several sessions at this years conference including "Strategy as Practice" and "Process Research Workshops".

Dr Michael Jacobides organised and spoke at several session during this years conference including "The Process of Knowledge Integration: From Firms' Strategies to Industrial Dynamics" and "Simulation in Organization Theory: Editors' and Reviewers' Perspectives".

Other Fellows' News

AIM Senior Fellow Professor Gerard Hodgkinson organised sessions including "Are We Asking the Right Questions about Organizational Decision Making?" and the "MOC Executive Committee Meeting". He also facilitated sessions on "Cognition in the Rough" and "Journal Editing: An Opening of the Black Box".

AIM Ghoshal Fellow Professor Julia Balogun chaired a session on "Resurrecting Strategic Planning".

AIM Scholar Dr David Denyer presented a paper at the session on "Questioning for Relevance, A Dialogue of Scholarship and Practice".

Forthcoming Events

AIM at the BAM 2008 Conference - 9th -11th September 2008 - Majestic Hotel, Harrogate

AIM Double Session: Researching Management Practices & AIM Review and New Mid-career Fellowship Call Wednesday 10th September 2008 13.30- 15.30 in the French Restaurant Room

Professor Robin Wensley, AIM Director, Professor Rick Delbridge, AIM Senior Fellow and the ESRC Office

This year the AIM focus is on Management Practices. The 2 part session will start with a presentation on the forthcoming AIM report on "Delivering the Promise of Management Practices", which pulls together the findings of AIM's research in this area during Phase 1 followed by a discussion and questions on the report.

The second part of the session will introduce the forthcoming Mid-career Fellowship Call on Management Practices (Autumn 2008) which is designed to build and develop on the previous research, followed by a Q & A on the details of the call itself.

As in previous years, AIM will be among the Conference exhibitors. Delegates are encouraged to come and see us at Stand Number 6 located in the Main Dining Room at the Hotel. This is a great opportunity to meet and speak to the AIM team as well as help yourself to a wide range of AIM publications that will be on display.

Full details of the conference can be found at the following website: www.bam.ac.uk/conference2008

Services Innovation – and how your business can benefit 17-18 September 2008, Manchester Business School

With the UK service economy now accounting for more than 50% of employment in consumer and business-to-business services, exports of knowledge-based services generate more than 70% of Gross Value Added (GVA).

The global service economy presents many challenges. How can public and private sector organisations design, operate, sustain and dispose of high-value service systems? For knowledge-based businesses, innovation and excellence in service performance remains vital.

AIM Lead Services Fellow Irene Ng and members of the organising committee, warmly invite you to the workshop held in Manchester on 17th-18th September, during which you will join a growing group of academics and businesses, shape university curricula and R&D that will impact on graduate recruitment and innovation in your sector.

For more details and to register please visit www.ssmenetuk.org

Warwick Forum on the Future of the Public Sphere: The Debate of the Decade? 24th - 26th September 2008 – Warwick Business School, Coventry

AIM Public Service Fellow, Professor Jean Hartley was invited to participate in the 2009 Warwick Forum on the Future of the Public Sphere. This conference brings together a high level group of policymakers, managers and academics from several countries all of whom will begin to map and shape the new directions for the governance and management of the public and voluntary sectors for the next 5 to 10 years.

Professor Jean Hartley will be chairing first session on Thursday 25th September entitled, 'The Changing Role of National Governments'.

For further information and a full programme please [click here](#).

AIM Capacity Building Workshop 'Actions, Practices and Institutions' with Royston Greenwood 22nd October 2008 – Aston Business School, Birmingham

We invite you to attend an AIM capacity building workshop entitled "Actions, Practices & Institutions". The aim of the workshop is to look specifically at the reciprocal process of interaction between institutionalised practices and the way those practices are realised in action.

It will be held at Aston Business School in Birmingham on Wednesday 22nd of October, 2008 with Professor Royston Greenwood (University of Alberta) as invited keynote speaker. A particular focus of the day is developing research through discussions with a number of experienced scholars who will chair roundtable sessions.

See the [attached flyer](#) for more information and a preliminary schedule.

If you wish to reserve a place at this session, please contact Bhomali Grover (telephone: 0121 204 3346; email b.grover@aston.ac.uk)

Places are limited, so please book early to avoid disappointment!

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 recent 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 some activities whose details have been confirmed, and others that are still in the pipeline. For further details of particular activities or application arrangements, see the AIM website (www.aimresearch.org) or contact Agnieszka Witaszczyk, AIM Meeting and Events Officer (agnieszka.witaszczyk@wbs.ac.uk).

<i>Focus of AIM Activity</i>	<i>Date</i>	<i>Venue</i>	<i>Type of activity</i>	<i>Organiser</i>
Autumn 2008				
Mentoring early career researchers 1	2nd, 3rd October	London (fully Booked), Only Edinburgh Location!	first in a two-workshop series for researchers, supervisors and tutors (RDI)	Anne Huff, Mike Wallace
Action, practices and institutions	22nd October	Aston Business School, Birmingham	workshop for doctoral and early career researchers	Royston Greenwood, Paula Jarzabkowski
Training early career researchers in writing research proposals and publications	28th November	London	workshop for managers of academic researcher development (RDI)	Mike Wallace, Paul Edwards
Mentoring early career researchers 2	13th, 14th November	London (fully Booked), Only Edinburgh Location!	second in a two-workshop series for researchers, supervisors and tutors (RDI)	Anne Huff, Mike Wallace
Spring 2009				
Harnessing datasets for management research	10th, 11th February	London, Edinburgh	workshop for researchers and supervisors (RDI)	Peter Elias, Mike Wallace

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

What's on in 2009

ESRC's Festival of Science Week – 6th to 15th 2009– Calling all AIM-ers!

We would like to alert all AIM Fellows to the dates for next years ESRC Festival of Science Week. The 2009 week runs from the 6th – 15th March and it is important that AIM continues to have a high profile during the week and we hope to at least match if not better the number of regional events we offer for practitioners/policy makers and academics.

Applications from you to hold an event during the 2009 Festival week are welcomed and must be submitted to the AIM office by 25th September.

The over-arching objectives of the Festival include:

- * Promotion and increasing awareness of ESRC and social science, and its impact on UK society.
- * Increasing public awareness and understanding of, and engagement with, social science amongst ESRC user groups, in particular the public.

Please consider whether you would like to run an event with support from the AIM office's help) during the week. In particular we are looking for seminars/workshops/evening lectures etc that will appeal to practitioners.

All applications should be submitted to AIM's Events Officer Agi (agnieszka.witaszczyk@wbs.ac.uk).

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 (delbridge@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)

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

Key Dates

- September 2008: Second call for papers
- February 1, 2009: Abstracts submission
- June 1, 2009: Full paper submission
- July 7, 2009: Final submission of full papers
- November 2008: Final call for papers
- March 1, 2009: Decisions on abstracts
- June 23, 2009: Review of papers and final acceptance

Previous Events

AIM Innovation at the Freeman Centre 26th -27th June 2008 - Freeman Centre, University of Sussex campus

Over 26th-27th June, AIM Innovation Fellow Jonathan Sapsed hosted the cohort of AIM Innovation Fellows at the Freeman Centre. The AIM cohort was joined by CENTRIM and SPRU discussants including Steven Flowers, Mike Hobday, Gordon MacKerron and Joe Tidd to review their research projects. The meeting also included talks by Mark Beatson from DIUS on the government white paper 'Innovation Nation', and Professor Mike Wallace on capacity building.

AIM capacity building session was also held on 'Publishing in the Innovation Journals' and was attended by some 45 participants. This included a panel session involving Jeff Butler (R&D Management; Manchester), AIM Innovation Fellow Gerard George (Academy of Management Journal, Journal of Business Venturing; Imperial), Ben Martin (Research Policy; SPRU), Paul Nightingale (Industrial and Corporate Change; SPRU) and Jonathan Sapsed (International Journal of Innovation Management, Technovation; CENTRIM). The panel discussed the scope of the innovation journals and how they differ from mainstream management, as well as advice on the review process. The second part of the session involved small groups discussing journal article ideas that early and mid-career scholars had previously submitted. The participants received feedback from editors, who were joined by Martin Bell (SPRU), AIM Innovation Fellow Jaideep Prabhu (Imperial) and Nick von Tunzelmann (SPRU), as well as their peers on the positioning of their ideas before submitting to journals. Some comments on the session were:

"A highly qualified and experienced group of journal editors provided a very useful update on the publications process"

"Very useful advice about getting published"

"Keep doing this workshop"

"It will make me think more carefully about where to send, and how to frame my papers"

"Great session. Very insightful..."

The presentations from the panel are available on the AIM website www.aimresearch.org. They cover the interests of the various journals as well as some guidance on preparing and positioning articles.

AIM Double Event Hosted at Edinburgh School of Business

In June, the University of Edinburgh had the pleasure of hosting a double event by AIM Visiting International Fellows Professors Martha Feldman (University of California at Irvine) and Brian Pentland (Michigan State University). The visit was organised and sponsored through Luciana D'Adderio's AIM Innovation Fellowship "Making Innovation Dependable: Validating Complex Technologies across the Network Organisation" and was hosted as part of the Edinburgh School of Business "San-Ei Gen" Distinguished Speakers Seminar Series.

The Public Lecture on "Organizational Routines: Generative Systems, Networked Narratives and Design" and Seminar on "Perspectives on the empirical study of organizational routines" were attended by Edinburgh colleagues from a wide range of Schools and Institutes as well as by colleagues from other UK universities including Imperial College, St Andrews, Newcastle, Lancaster and Cranfield. Noticeably, this was the first time that Professors Feldman and Pentland, who have been involved in a highly productive, high-profile and high-impact joint academic collaboration for many years, have delivered a public lecture and seminar together.

Their presentations, featuring some of their most recent work on routines, greatly benefited from the synergies generated by their individual but highly complementary competences and personalities and were extremely well received by the audiences. For further information about Luciana D'Adderio's AIM Innovation Fellowship and the events related to Professors Feldman and Pentland's International Visiting Fellowships with AIM please see <http://www.dependableinnovation.org/> as well as the AIM website www.aimresearch.org
