



An update from the AIM Directors

As usual it has been a busy quarter at AIM, particularly with a new cohort of Fellows beginning their work together. It has been a pleasure to welcome our Management Practices Fellows into the AIM community, and we enjoyed having them in the AIM offices for their first meeting – already it looks like we can expect great things from this lively group, and we're looking forward to the next few years working with them.



AIM is also continuing to develop the scope of its online ventures, and we are pleased to introduce a new area to our website. www.aimexpertresearcher.org hosts free resources on six topics including productive reading, writing effectively and arguing convincingly. As these subjects suggest they are intended to help postgraduate and doctoral students up to early-career academics looking to support their development. The pages, which are funded by the ESRC's Researcher Development Initiative (RDI) as part of AIM's capacity-building strategy, will evolve over time based on your feedback, so please do take a look around and let us know what you think using the feedback form embedded in the site.

Finally, here in the AIM offices we are particularly glad to welcome back Esme Foster, who returned from maternity leave this October. She will be working part time and will be in the office from Monday to Wednesday, and she and Claire Fitzpatrick will be sharing the role of Operations Manager. To contact Esme, please email esme.foster@wbs.ac.uk.

Announcements

Lead Ghoshal Fellow made Deputy Director of Warwick Business School

We are pleased to be able to announce that Lead AIM Ghoshal Fellow Professor Simon Collinson has been offered the position of Deputy Dean at Warwick Business School. However Simon won't be giving up on his research, in particular his extensive projects on Chinese business infrastructure and practices.

We know Simon will approach his new role with the same verve and dedication as all of his work, and we wish him every success.

AIM Ghoshal Fellow given academic tenure based on AIM research

We were pleased to hear that, thanks in part to his work on management practices and productivity supported by his AIM Ghoshal fellowship, Professor Nick Bloom has recently been promoted to an Associate Professor with tenure at Stanford University. We wish Nick all the best in his new role.



AIM Scholar wins European Research Council grant

We are delighted to announce that Dr Phanish Puranam has received funding on a competitive basis from the European Research Council (ERC). The grant, which amounts to €378,000, has been awarded for a three-year research programme that Phanish will conduct on The Foundations of Organization Design. Over 2,500 applications from the physical, social and life sciences across Europe were submitted to the ERC under the second round of this scheme, and the ERC chose to fund less than 10% of these proposals.

This award was made under the ERC's second competition for the Starting Independent Investigators scheme. It will provide resources to support teaching buyouts, research assistance, and direct research expenses.

In response to the award, Phanish said: *Organization design is an important part of what senior managers do, and is the most important lever for the implementation of strategy. Developments in organization theory have unfortunately not kept pace with the experiments being conducted in the world of practice. I intend to use this grant to work towards improving the theoretical foundations of the study of organization structures and designs. I am fortunate to have excellent doctoral students and colleagues at London Business School to accompany me on this journey.*

Phanish is an Associate Professor in the Strategic & International Management Area (<http://faculty.london.edu/ppuranam/>). He holds a London Business School Term Chair and is Co-Director of the Aditya Birla India Centre.

Joint Business And Management Draft Ethics Guide Launched

The Association of Business Schools (ABS), The Advanced Institute of Management (AIM) Research, The British Academy of Management (BAM) and the British Academy for Business, Management Accountancy and Finance (BMAF) are pleased to announce the launch of the draft Ethics Guide. This Guide is intended to be of use to university business school staff, students and alumni engaged in research, enterprise, administration and learning.

Professor Huw Morris, Dean, Manchester Metropolitan University Business School (and incoming Chair, ABS) said: "There has been much criticism over the last two years of business schools in the US and UK for their role in teaching many of the people who led and managed the banks and other financial services industries which contributed to the current economic downturn. The guidelines are not intended as a rigid code or a means of policing behaviour. They are instead intended to encourage all associated with business schools to ask the right questions when planning their teaching, research and other activities. We welcome feedback, on this draft code, and look forward to amending and developing it to meet the challenges and dilemmas our colleagues face on a day-to-day basis".

To access the guide please [*click here*](#)

Release of ESRC Magazine Britain 2010

With another eventful year drawing to a close it is also time for the release of Britain in 2010, the ESRC's annual magazine showcasing highlights of the research that they've been funding, in the context of topical issues.

This year's magazine discusses low carbon growth, economic recovery and the online generation among other issues and features contribution from some AIM Fellows. Britain in 2010 is available in good news agents including WH Smith priced £4.95.



Calls and Opportunities

Grant Opportunity from the European Research Council

The [European Research Council](#) has recently announced a call for their second funding scheme - Advanced Investigator Grants - which is aimed at established research leaders. A second call for the Starting Independent Investigators Scheme is expected in the summer of 2010. There will be annual calls for both schemes until 2010 with further calls likely to be published until 2013. Please contact the research support team in the Academic Affairs Office if you are interested in submitting an application for either scheme.

2010 Frontiers in Service Conference, June 13th 2010 – Call for Papers

Considered to be the world's leading annual conference on service research and drawing attendees from 38 countries, this year's Frontiers conference will be hosted by CTF – Service Research Center, Karlstad University in Sweden – and the call for papers is now open.

The conference will highlight the latest thinking in service, particularly those that combine aspects of technology, social science, and business. Conference attendees will consist of both academicians and practitioners, and we ask that the 25-minute presentations be understandable to both groups.

Because there will be no published proceedings, authors are encouraged to submit their best work, providing it will not have been published by the date of the conference.

Abstracts may be submitted online at <http://www.rhsmith.umd.edu/ces/submissions2010.aspx>

The closing date for abstracts is at 23:59, Eastern-Standard time on **January 15, 2010**. The conference committee will select abstracts on a competitive basis, and authors will be notified by February 15, 2010.

For up-to-date conference information, see the conference's official Web site at <http://www.rhsmith.umd.edu/ces/frontiersconference.aspx>

Call for submissions to a *Gender, Work and Organization* Special Issue on Gender, diversity and inclusion in professions and professional organizations; Guest Editors: Daniel Muzio and Jennifer Tomlinson

The professions have historically suffered from poor records on gender, diversity and inclusion, with many professional associations formally excluding women well into the 20th century. Of course, over the last 30 years, in the context of broader economic, social and legislative changes cross nationally, we have witnessed undoubted progress. Most notable, the participation rates of both women and minority ethnic groups in professional occupations have increased significantly in all advanced economies. Across the globe, in certain professions, such as law or medicine, women are now on course to reach numerical parity with their male colleagues. Yet numerous academic studies and governmental reports suggest that if we move on from purely quantitative indicators to consider the terms and conditions with which women and minority ethnic professionals experience inclusion a different picture begins to emerge. To this effect, we encourage theoretical and empirical contributions from a range of disciplines, including: management, sociology, social policy, gender and racial studies, law and geography, to explore these issues further and to map patterns of inequality, segregation and segmentation in professions and professional organizations.

Full papers (not under review elsewhere), using *Gender, work & Organization* guidelines for authors, should be sent by 30 September 2010 via Manuscript Central (<http://mc.manuscriptcentral.com/gwo>) clearly marked with the name of the special issue. Queries to the special issue editors: Dr Daniel Muzio dm@lubs.leeds.ac.uk and Dr Jennifer Tomlinson jt@lubs.leeds.ac.uk. Submissions should be no more than 7,000 words.



AIM Activities - a Snapshot



AIM enjoyed taking part in the British Academy of Management Conference, held this year in Brighton, where as well as promoting our extensive range of materials we launched our successful collaborative report from the Innovation Cohort, '[At the Edge of Innovation](#)'. Giving an excellent overview of the Innovation Cohort's findings from their two years of AIM funded research, the report explores the many changing boundaries of innovation and the implications for UK companies.

Retail Industry Business Engagement Network evening reception



AIM was pleased to organise and attend this networking event for the Retail Industry Business Engagement Network in October. RIBEN is an ESRC funded business engagement cluster of four of the UK's leading retail research groups at the Universities of Southampton, Oxford, Leeds and Surrey. The purpose of the cluster was to encourage closer dialogue and collaboration between social scientists and the retail industry, building relationships which will enable co-production and transfer of knowledge via mechanisms such as knowledge transfer partnerships (KTPs), CASE studentships and business placements.

This event was designed to strengthen existing and create new relationships with key members of the retail industry in order to further the above aims.

Service Agility – An ICS Breakthrough Research Report Launch Event



Modern commercial pressures, never mind the current economic situation, demand that an organisation is ready to react to changing marketplace conditions and to take advantage of new opportunities. This event marked the launch of new research sponsored by the Advanced Institute of Management Research (AIM) and Institute of Customer Service. Exploring the issues surrounding these pressures, the report entitled 'agility in services: capabilities for difficult times' was launched on 27th October in central London, and people had the opportunity to hear results from the author, Professor Chris Voss.

AIM Senior Fellow and Professor of Operations and Technology Management at London Business School as well as networking after the presentations. Jo Causon, the Institute's chief executive, was also speaking at this event about a new online survey tool that will enable your organisation to measure its service agility. For more information about this event - including the presentation slides - or to download the full report, see the AIM [website](#).



Major UKTI Event Follow-Up to Innovation Nation: 23rd October 2009

AIM Director Professor Robin Wensley along with Professor Michelle Lowe and Zella King from the Innovation Fellows cohort attended a major one day event for practitioners, policy makers and academics organised by Nick Stuart, Head of Science & Innovation, UK Trade and Investment and billed as a gathering of various members of the UK's "innovation eco-system". The main focus of the event were a set of workshops and discussions on various key topics:

- The unique selling points of UK innovation
- Open innovation: making it happen
- The route from idea to market
- Infrastructure: soft and hard
- The role of standards in innovation
- The importance of international engagement

Copies of the recent AIM paper on "the Edges of Innovation" were also made available to attendees and strongly endorsed by Nick himself in his speech to the event.

AIM Director discusses history and future of Business Schools at Bradford University

AIM Director Professor Robin Wensley also gave a fascinating talk at Bradford University this year where he returned to Harvard's so called 'The Delicate Experiment', of setting up a business school and asked 'are Business Schools fit for the 21st Century?' You can now view the full talk and slides [here](#).

AIM Deputy Director visits National University of Malaysia and meets Malaysian government figures

AIM Deputy Director Professor Andy Neely spent a busy week as visiting Professor at National University of Malaysia. As well as giving a keynote speech on Quality and Productivity Improvement, running a workshop and participating in a PhD Symposium, he gave two public lectures, on Measuring University Performance and Improving Publications and Supervision Standards respectively. In addition to this he met with the Minister for Economic Affairs in the Prime Ministers Department and the Director General for Education. Andy has also recently been to Italy to talk to the After-Sales Service Forum about his work on Servitisation of Manufacturing and to Portugal to talk about the State of the Art of Performance Management, and was one of the keynote speakers at the Palladium UK Business Performance Summit attended by over 50 senior industrialists.

AIM Research assistant gives keynote speech at IBM forum

On 20th October, Stefano Miraglia, research assistant in the ESRC/AIM funded research project 'Platforms for Innovation', gave a keynote seminar that opened a two-day workshop at the 'IBM Forum La Gaude' in France (<http://www-05.ibm.com/fr/ibmforum/lagaude>). The 'IBM Forum' hosts an *Innovation Center* and an *Industry Solutions Center* that showcase IBM's latest innovations and state-of-the-art business solutions, and facilitate integration and exchange between IBM's industry experts and its business partners.

During his seminar, Stefano outlined the business and strategic challenges associated with firms' shift towards high-value services and solutions, examined the design and technological features of platform architectures, and explained how business platforms can be leveraged by organisations to develop successful integrated product-service offerings and control their business ecosystems. The seminar was attended by a very senior group of IBM industry leaders, who found Stefano's talk highly important and his insights absolutely central to their future business agenda.



AIM Services Fellow speaks to Swedish Public Sector representatives

AIM Services Fellow Professor Irene Ng was invited to speak to the Swedish public sector at the Quality in Public Sector Expo in Gothenburg. The event, KvalitetsMässan 2009, attracts thousands of delegates from across Scandinavia, and is the largest event in Scandinavia on organizational and societal development. Irene also had the opportunity to visit the Karlstad Service Research Institute with her research team to discuss research collaborations.

AIM Innovation Fellow speaks to Chartered Institute for Personnel and Development

AIM Innovation Fellow Professor Jaideep Prabhu spoke at the Chartered Institute for Personnel and Development's conference in Manchester this November. His talk, entitled 'Responding to Recession: using adversity to foster a culture of innovation', discussed the key role that innovation plays in weathering difficult financial situations and explored what practices distinguish an innovative company. See more information [here](#).

AIM Management Practices Fellow gives talk to consultancy practitioners atop 'the Gherkin'

AIM Management Practices Fellow Dr Joe O'Mahoney gave a talk recently at the top of 'The Gherkin' for the Management Standards Centre. The talk, which was part of an event called 'Pioneering Change: Making UK Management and Business Consultancy World Class by 2020', was on the challenges currently facing the consulting industry, and was attended by 300 practitioners. Joe also gave a talk on a similar topic to the Institute of Business Consultancy at their event 'Innovation in Consulting: Bringing ideas to life'.

AIM Ghoshal Fellow gives plenary speech at 14th Global Manufacturing Conference in China

It has been a busy few weeks for AIM Ghoshal Fellow Professor Simon Collinson - as well as his recent appointment as Deputy Dean at Warwick Business School, and presenting seminars at CIBAM, Judge Business School, Cambridge and the London School of Economics recently, he also gave a plenary speech at the 14th Global Manufacturing Conference in China. At the event, which was organised jointly by the for Manufacturing, Cambridge University and Zhejiang University, Simon spoke on the complementarities between Western multinational firms and Chinese firms in the automotive sector.

New Publications

At the Edge of Innovation – AIM Innovation Fellows et. al

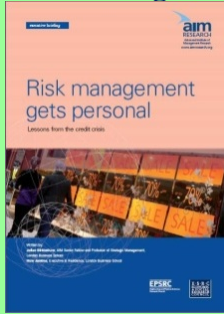


The AIM Innovation Cohort's fellowship period is coming to a close, and to mark the end of a fruitful and fascinating series of research projects AIM has compiled this excellent overview of the cohort's most significant findings. Exploring current boundaries of innovation – geographical, technological and organisational – the scope of this cohort's research becomes immediately clear in this report, spanning a range of industries and issues. It provides a valuable introduction to this cohort's research, and regardless of which industry you are in, from hospitality to gaming, we expect you to find something worth exploring further.

You can download the full report from the [AIM website](#).



Risk Management Gets Personal – Julian Birkinshaw and Huw Jenkins



The importance of effective risk management has never been clearer – not just in finance but also in government and the public sector. AIM Senior Fellow [Professor Julian Birkinshaw](#) and colleague Huw Jenkins' new AIM Report 'Risk Management Gets Personal' explores this issue to the full, linking the potentially catastrophic effect of poor risk management practices in cases as apparently different as the collapse of Lehman Brothers and the death of Baby P. Seeking to identify not just the mistakes that were made but also the necessary steps to avoiding them in the future, this report makes important reading for those looking to safeguard their organisation against future crises.

You can download the full report on the [AIM website](#).

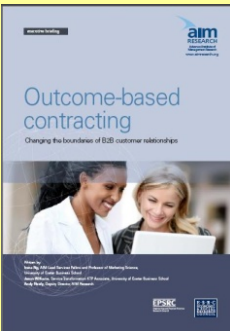
Agility in Services – Chris Voss and Chao Wang



Modern commercial pressures, never mind the current economic situation, demand that an organisation is ready to react to changing marketplace conditions and to take advantage of new opportunities. Exploring the issues surrounding these pressures, this report co-produced by AIM and the Institute of Customer Services was written by AIM Senior Fellow [Professor Chris Voss](#), and colleague Chao Wang. It includes practical strategies on how organisations can increase their own agility to stay competitive however the market changes.

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

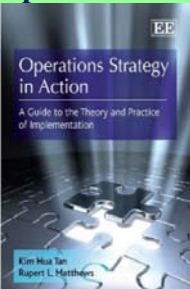
Outcome-based Contracting – Irene Ng, Jason Williams and Andy Neely



This latest AIM Executive Briefing from AIM Services Fellow Professor Irene Ng, AIM Deputy Director Professor Andy Neely and KTP Associate Jason Williams at the University of Exeter focuses on the way that outcome-based contracts (OBC) – contracts that allow customers to pay only when specified outcomes are delivered rather than merely activities and tasks – are changing the way service providers and customers interact and create value, redefining the way that organisations deliver goods and services, and bringing about significant internal change within organisations.

To download the full report - visit the [AIM website](#).

Operations Strategy in Action – Kim Hua Tan, Rupert L. Matthews



Dr Kim Tan, participant of the Productivity Ideas Factory, and colleague Rupert Matthews have just published their new book, Operations Strategy in Action, with Edward Elgar. An enlightening overview of operations strategy, with a particular focus on implementation, this book works on the premise that time spent developing operations strategy without subsequent thought for implementation is wasted. The authors explain the pros and cons of existing approaches to implementation, as well as offering a systematic framework for turning strategic intent into actions.



Aeromobilities - Saulo Cwerner, Sven Kesselring and John Urry



Member of the AIM Targeted Initiative of Innovation, Distinguished Professor John Urry co-edits this collection of essays tackling the growing importance of aviation and air travel in our hypermobile, globalized world. Providing a multidisciplinary focus on issues ranging from global airports to the production of airspace, *Aeromobilities* seeks to enhance our understanding of space, time and mobility in the age of mass air travel. It is the first book of its kind, bringing together a wide range of theoretical and methodological approaches to aviation and air travel in the social sciences and humanities, while emphasizing the central role of aeromobilities in contemporary social relations.

In a world where virtually every aspect of social life is touched upon by the complex global network of airline flows, *Aeromobilities* provides innovative analyses of some of the most fundamental and influential mobility networks of our time.

Paper published in *Academy of Management Perspectives*

AIM Associate Rob Briner (Birkbeck College) and AIM Management Practice Fellow David Denyer (Cranfield University) recently published a paper with Denise Rousseau (Carnegie Mellon University). Titled "Evidence-Based Management: Concept Cleanup Time?" it appears in the November issue of *Academy of Management Perspectives* and is a response to a critique of evidence-based management which appears in the same issue and also attempts to clarify some of the meanings and interpretations of evidence-based management.

Upcoming Events

Discontinuous Innovation Lab Workshop; 10th December; London

The Discontinuous Innovation Lab will be holding their next workshop at the fantastic Wellcome Collection Conference Centre, and we are delighted to announce that the agenda will include:

Innovating through the recession - Geoff Lloyd shares his experience at BOC Linde

What do senior executives in construction think about innovation? - John Findlay reports on insights from a recent study of the construction industry

Cultural change for innovation – the Logica experience - Hear from Danny Wootton (Logica) and Natalie Turner (Entheo) from their experience of embarking on the journey of cultural change.

Ethnography – ever heard of it? - Hear from Michael Bartl how bringing ethnography and the internet together can get you valuable insights.

Laliaflia – or how life inspires innovation - Esayas Gebremedhin will provide us with an opportunity to experience his approach to problem solving www.laliaflia.com

Your opportunity to influence government thinking on innovation! - Discussion led by David Simoes Brown, NESTA

As usual, this event is free of charge but registration in advance is required. For further information and to book your place, please email Bettina von Stamm at bettina@innovationleadershipforum.org



Strategic Thinking in Family Business; 14th December; the British Library Conference Centre

This seminar sets the intellectual context for the series by establishing the factors and supporting issues to be examined in seminars 2-6.

Seminar 1 will consider the potential for strategic thinking in family business. It will address the following: What drives success in the 1st generation, retention in the 2nd generation and oblivion in the 3rd generation? How does research in family business relate to practice? Is there an 'expectations gap' between generations on what the family business can offer? Is there a case for strategic thinking that includes the family dimension? How do managers of family firms obtain and interpret external and internal signals? Are some signals more important than others? Do family members have similar interpretations or are they significantly different? How does cognition lead to action?

Presentations by:

- Professor Leif Melin, Director of the Centre for Family Enterprise, Jonkoping Business School
- Dr Panikkos Poutziouris, President, International Family Enterprise Research Academy
- Grant Gordon, Director General, Institute for Family Business
- Nick Smith, International Centre for Families in Business
- Ivor and Gilad Tiefenbrun, Linn Products Ltd.

There will be responses to the presentations, and a panel discussion will follow with questions from the floor. A short tour of British Library reading rooms for management and business will be available for up to 30 people, which must be booked in advance.

Contact [Natasha Fay](#) or [Nicholas O Regan](#) for further information. Please note this seminar is being held by the British Academy of Management – for more information visit the [BAM website](#).

AIM Capacity Building Events - Writing and Reviewing in Academic Journals – Workshop Series, 27th January, Leeds University Business School

We are pleased to invite you to a series of workshops led by AIM Services Fellows Professor Irena Grugulis, University of Bradford and Dr Kathryn Haynes, University of York. The series of workshops aims to provide a regular forum and supportive environment for early career academics to develop their expertise in both writing and reviewing for academic journals.

The workshops are suitable for early career academics or PhD students towards the end of their studies. Delegates will be asked to read some materials in advance of the workshop. Attendance at all four workshops is encouraged to build a network of support, but delegates can attend any of the dates.

The first workshop at York University on 16th November was a great success which we hope to replicate on the remaining three. The workshops will be held as follows:

Leeds University Business School, 27th January 2010 (TBC):

Bradford University School of Management, 21st April 2010:

Sheffield University Management School, 26th May 2010:

Registration information can be found on the [AIM website](#). If you have any queries regarding this event please contact Agi Witaszczyk on 020 7862 8519 or agnieszka.witaszczyk@wbs.ac.uk



1st EURAM Early Career Colloquium: “Open Research: Innovation & Cooperation” – University of Erlangen-Nuremberg, 27th-29th January

The European Academy of Management continues to innovate and is now offering the opportunity to join the ‘academic Winter Olympics’: we are pleased to announce the first EURAM Early Career Colloquium (EECC).

Hosted by EURAM Vice President Kathrin M. Moeslein and EURAM National Representative for Germany Anne-Katrin Neyer, in cooperation with the German research alliance ‘BALANCE’ led by Kathrin M. Moeslein and Angelika Bullinger, this developmental colloquium is designed for early career academics (i.e., within six years of the completion of their PhD, or of equivalent professional standing).

The focus of the first colloquium is on “open research: innovation and cooperation”. We wish to start an academic conversation about social interactions, organizational practices and processes, technological support, innovation processes and individual interests as well as cooperative behaviour. The pressing issue to address is the interplay of (technology supported) cooperation and innovation management. Is this web-based support of research and innovation just a management fashion or a development emerged to last?

We intend to set up a group of early career scholars interested in cross-disciplinary research to address different and challenging questions in the field of open research: innovation and cooperation.

Participants will be International Early Career Scholars in the fields of innovation management, cooperation, strategy, organization, information systems, service management and ergonomics.

There is a fee of €80 to take part in this colloquium. Please send you CV and short description of your research project to eecc@balanceonline.org to register for this colloquium no later than January, 8th 2010. Places will be given based on a first-come-first-served principle.

For more information please contact Anne-Katrin Neyer (anne-katrin.neyer@wiso.uni-erlangen.de) or Angelika Bullinger (angelika.bullinger@wiso.uni-erlangen.de).