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Announcements

AIM Research Signs a Memorandum of Understanding with the Chartered Management Institute

We are pleased to announce that AIM Director Professor Robin Wensley and Director of Policy Petra Wilson at the Chartered Management Institute have signed a Memorandum of Understanding between the two organisations. The MoU, which promises to promote mutual understanding, shared information and cooperation for the benefit of both respected organisations, marks the beginning of an exciting new period for AIM.



"I am delighted that we have confirmed our working relationship with CMI by agreeing this MoU," says Professor Wensley. "It reinforces our commitment at AIM to ensure that good quality management research really gets to influence management practice, and when it comes to communicating such ideas and insights to managers there is no better partner than CMI."



Ruth Spellman, Chief Executive of CMI, adds "AIM and CMI are both prestigious and well-regarded professional bodies. Our members share similar values about how they deliver for business. They recognise that strong management skills make a difference. In signing a memorandum of understanding, we are pledging a commitment to work in partnership to help improve management standards in the UK, and this is real cause for celebration."

ESRC Professorial Fellowship for AIM Fellow

Congratulations to AIM Innovation Fellow Professor Gerry George, who has been awarded an ESRC Professorial Fellowship. These awards are intended to push back the frontiers of social science by allowing the UK's leading scholars the time and opportunity to carry out cutting edge research that will deepen our understanding of a number of critical social scientific questions in areas that will have an impact on the future of our society. The scheme offers Fellows with an outstanding track record in research the time and funding to pursue an exciting research agenda, and to carry out innovative and creative work that will have economic, social and policy impacts.



Entitled 'Resource Constrained Innovation and Inclusive Growth: A Research and Practice Agenda', Professor George's Fellowship objectives are to: (1) Develop a grounded theory on the factors that influence 'extreme' resource-constrained innovation in developed and emerging economies. (2) Identify successes and evaluate problems in organisational processes, design, and business models using a comparative

study framework (with a geographic focus on the UK, India, and Kenya as well as an industry focus on energy and healthcare). (3) Evangelise a best practice 'Inclusive Design' workshop and knowledge dissemination events based on research findings to facilitate knowhow to encourage individuals, businesses, and philanthropic agencies in UK and elsewhere.

AIM Senior Fellow begins Division Chair term



AIM Senior Fellow, Professor Gerard Hodgkinson, has recently begun his year's term as Division Chair for the Academy of Management's Managerial and Organizational Cognition (MOC) Division. Gerard was elected to serve a five-year term of office serving on the Division Executive Committee, which included the role of Program Chair for the 2009 Annual Meeting held in Chicago. He previously served as the Division's International Representative-at-Large, from 2002-2005. The domain of the MOC Division is the study of how organization members model reality and how such models interact with behaviors. Major topics include: attention, attribution, decision making, ideology, information processing, learning, memory, mental representations and images, perceptual and interpretive processes, social construction, and symbols.

For further information, [click here](#).

New AIM Visiting International Fellow (VIF)

We are pleased to welcome a new Visiting International Professor to the AIM Network. AIM Innovation Fellow Dr Jonathan Sapsed at the University of Brighton has secured funding for [Associate Professor Candace Jones](#) from the organization studies department at Boston College. Professor Jones will be joining Dr Sapsed for a series of events this autumn, so be sure to check the [AIM website](#) for event announcements in the coming weeks.

AIM Management Practices Fellow Joins Editorial Board of Lean Management Journal

Our congratulations go to AIM Management Practices Fellow Dr Zoe Radnor who has been invited to join the Editorial Board of the Lean Management Journal. Dr Radnor will be bringing her expertise in lean practice for government and the public sector to the journal, which you can subscribe to online [here](#).



Dr Radnor also had a very successful EurOMA conference in Portugal this year, where her paper written with colleague Dr Matthias Holweg, 'From Tools to Systems: A critical appraisal of Lean Health Care Implementations', won the the Chris Voss Highly Commended Paper Award.

CMI Book of the Year Competition

The race is on for the CMI Book of the Year competition, with the long lists due to be confirmed in the beginning of September. You can view the long-list, join the online debate and argue the case for your favourite management book of the year on the CMI website [here](#).

Activities

AIM at the Academy of Management Annual Meeting



AIM Fellows had a busy and successful year at this year's Academy of Management Conference in Montreal and it would be impossible to cover all



of the activities that they were involved with, however we would particularly like to offer our congratulations to AIM Visiting International Fellow [Professor Denise Rousseau](#) on receiving the Academy's Distinguished Service Award. If you would like more information about the conference, which this year explored the theme 'Dare to Care: Passion & Compassion in Management Practice & Research', do check the Academy's comprehensive [website](#).

Here is a brief round up of just some of the events that AIM Fellows were involved with:

AIM Symposium "Artefacts at the Centre of Routines"

AIM Innovation Fellow Luciana D'Adderio (The University of Edinburgh and AIM Research) led the AIM Presenter Symposium titled "Artefacts at the Centre of Routines" in collaboration with Marc Zbaracki (Ivey School of Business), Paul Leonardi (Northwestern University) and Fabrizio Ferraro (IESE Business School). The event provided an exciting opportunity to explore some new and advanced ideas about the influence of materiality (technologies, artefacts) on organisational practices or routines. The talks demonstrated how emergent concepts from the Sociology of Technology and Science and Technology Studies (STS) can help advance our theoretical and empirical understanding of key organisational phenomena such as practices/routines emergence, persistence, transfer and replication. The symposium was lively and well attended and received excellent feedback from an engaged and interdisciplinary audience.

Luciana D'Adderio, in collaboration with Martha Feldman and Kajsa Lindberg will be hosting a related track titled "(Re) Assembling Routines - The Role of Artefacts in Organizing" at the next [EGOS Colloquium in Gothenburg](#) in 2011. For further information about the call see Luciana D'Adderio's AIM Fellowship [Website](#).

Professional Development Workshop: Research on University Research Commercialization

AIM Management Practices Fellow Markus Perkmann co-organized a Professional Development Workshop at the AOM conference in Montreal. The workshop provided an overview on current research on the commercialization of university knowledge. Particular emphasis was placed on theoretical lenses, methodologies and data sources that can be used in this area of research. In addition, it was pointed out by the contributors that universities represent an interesting research site, helping scholars understand broader dynamics including open innovation, organizational change and individual entrepreneurial behaviour.

The workshop was organized by Riccardo Fini, Free University of Bozen, Nicola Lacetera, Case Western Reserve University, and Markus Perkmann, Imperial College Business School. Participants include Jeannette Colyvas, AIM VIF Maryann P. Feldman, Philippe Mustar, and Mike Wright.

Please contact Agi Witaszczyk on 020 7862 8519 or agnieszka.witaszczyk@wbs.ac.uk for further information.

ESRC Seminar Series on 'Corporate Social Responsibility: When Worlds Collide'

The last in a series of ESRC seminars was held at Aston Business School on Thursday 1st July. The series of six seminars involved academics, practitioners, policy makers and the professions to take a critical look at the rhetoric and practice of Corporate Social Responsibility. Issues addressed during the series included accountability; social justice and taxation; environment and sustainability; human rights issues; philanthropy; and corporate social responsibility.

The event, which was chaired by Dr Kathryn Haynes, Lead Services Fellow and Reader in Accounting at Aston Business School, attracted over 40 delegates, and included presentations from Professor Rob Gray, University of St Andrews; Dr Veronica Broomes, Commonwealth Policy

Studies Unit; James Robey, Head of Sustainability at CapGemini; Professor Michael Blowfield, Oxford University; Dr Alan Murray, University of Leeds and Dr Stuart Cooper, Aston Business School.

Previous seminars were held at the British Library, the University of York, Cass Business School at City University, the University of St Andrews, the Institute of Chartered Accountants, London.

The whole series was enabled through ESRC funding and sponsorship from The Institute of Chartered Accountants in England and Wales (ICAEW), and the British Library, who have created a [website](#).

A book is to be published of papers from the seminar series: Dillard, J. Haynes, K. & Murray, A. (eds.) (forthcoming 2011) "Corporate Social Responsibility: A Research Handbook", Routledge.



l-r Professor Rob Gray (St Andrews University), James Robey (CapGemini), Dr Veronica Broomes (Commonwealth Policy Studies Unit - University of London), Professor Paul Palmer (Cass Business School), Professor Michael Blowfield (Oxford University) and Dr Alan Murray (University of Leeds)

Stabilizing an Unstable World: The Role of Practices and Routines



AIM Management Practices Fellow Dr Zoe Radnor hosted this well-received workshop, which was designed to focus and reflect on how change is studied in order to understand stability/stabilizing rather than thinking of change as something independent of stability. Participants not only had the opportunity to hear about the concepts from leading academics currently developing the thinking and theories around the topic also related to the concepts of routines and dynamics capabilities but also opportunity for them to develop and apply the ideas to their own research. Attendees were full of praise for the workshop, describing



AIM Visiting International Fellow Professor Martha Feldman, AIM Ghoshal Fellow Professor Paula Jarzabkowski and AIM Innovation Fellow Dr Luciana D'Adderio as 'excellent and thoughtful speakers' and Dr Radnor as a 'great facilitator'.

Both photos and slides from this enjoyable and informative event are available from the [AIM website](#) or contact Agi Witaszczyk for further information on 020 7862 8519 or agnieszka.witaszczyk@wbs.ac.uk

Innovation, Internationalisation and Tourism Management

Gareth Shaw, Allan Williams (AIM Innovation Fellows) and Adrian Bailey organised and led two successful meetings with AIM and ESRC on innovation in the tourism industry. On April 28th an AIM Capacity Building Workshop was held at Senate House on the theme of 'researching innovation in the tourism industry'. This was attended by 20 postgraduates and early career staff who participated in a workshop and a poster session highlighting current work on innovation in tourism research.



A keynote speech was provided by Professor Peter Bjork of Hanken School of Economics, (Vassa Finland). On April 29th they also organised and led an AIM-ESRC 'Colloquium on Innovation Processes and Internationalisation in the Hotel Industry' at the Royal Society. There were 24 participants including academics, representatives from the hotel industry and from the Department of Business Innovation and Skills. International keynote speakers included Professor Chris Roberts (Chicago) and Professor Qu Xiao (Hong Kong).

Further details of this including the full presentations and photo gallery can be viewed [here](#).

AIM Lead Services Fellow tours Australia and New Zealand

AIM Lead Services Fellow Dr Kathryn Haynes has had a busy summer touring Australia and New Zealand, first presenting a paper at the Asian Pacific Inter-disciplinary Research in Accounting conference in Sydney, before going on to visit Victoria University at Wellington during July, where she had been invited to present a paper based on her AIM fellowship work on Gendered Embodiment in Professional Services Firms. While out there she also took the opportunity to work with PhD students and academic colleagues on related topics.

New Publications

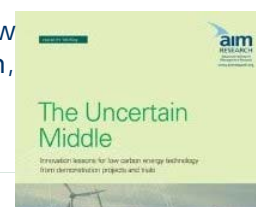
New AIM Working Papers

We have five new AIM Working Papers on the website - including four from AIM Innovation Fellow Dr Mike Chiasson and colleagues, exploring themes from Information Systems to eHealth, and one from AIM Deputy Director Professor Andy Neely, AIM Management Practices Fellow Dr Markus Perkmann and AIM Fellow Dr Kathryn Walsh on the measurement of university-industry alliances.

AIM Working Papers are projects that are still in progress and therefore represent the very newest in AIM's research. You can view the full list of AIM Working Papers on the AIM Website [here](#).

The Uncertain Middle: Innovation Lessons for Low Carbon Energy Technology from Demonstration Projects and Trials

AIM Executive Briefing from Targeted Initiative on Innovation Fellow Professor Chris Hendry and colleagues Paul Harborne and James Brown, Senior Researchers at Cass Business School



Publicly funded demonstration projects and trials are widely used to reduce some of the uncertainties and other development issues associated with new technologies. Driven by the need to develop low carbon energy technologies, publicly funded demonstration projects and trials (DT) have been increasingly used to support innovation in the energy system. The purpose of this report is to improve our understanding of DTs in the innovation process, and provide lessons for future programmes from an analysis of DTs in solar photovoltaics (PV) and wind.



To download the full publication [click here](#) or alternatively order your free hard copy from the AIM offices [here](#). AIM will be hosting an event on the 17th November in conjunction with this report - see below for further details.

The Ten Myths of Manufacturing: What Does the Future Hold for UK Manufacturing?

AIM Executive Briefing from AIM Deputy Director Professor Andy Neely and AIM Scholars Dr Ben Clegg, Dr Mario Kafouros and Dr Ornella Benedettini

The recent recession has caused upheaval for the economies worldwide. The impact has been felt enormously all over and especially in the manufacturing sector. This report discusses significant data on China's manufacturing industry that suggests they are already growing again despite recent events, while India has continued to maintain their efforts. One question the report raises is as the balance of economic power shifts to the East, what is the future for the once great UK manufacturing industry?



To download the full publication [click here](#) or alternatively order your free hard copy from the AIM offices [here](#).

Game-Changing China: Lessons from China and Disruptive Low Carbon Innovation

Big hydro, big solar photovoltaic (PV) and big wind - these are the usual focus of accounts of low carbon technologies in China. But a very different type of innovation - ranging from a farm cooperative in Yunnan, to woodchip and corn pellets in rural Beijing and air-conditioning using just salt and water in Hangzhou and Shenzhen - could be even more significant as examples of how to achieve a low carbon economy and society for China and the world.

This report follows a 2007 NESTA report that profiled eight disruptive low carbon innovators from the UK, and explores the particular importance of this type of innovation to China with seven case studies. These are the Chinese 'Game-Changers', each of which has developed a low carbon innovation that has the potential to make a significant contribution to emissions reductions and the move to a low carbon society.

For more information on this report or to download it in full visit the NESTA [website](#). To view the AIM Research Project 'UK-China Networks of Low Carbon Innovation' [click here](#).



Upcoming Events

Series of events featuring AIM VIF Professor Carliss Y. Baldwin; 7th, 8th and 9th September 2010

The Advanced Institute for Management Research is pleased to invite you to three events featuring AIM Visiting International Fellow Professor Carliss Y.



Baldwin, William L. White Professor of Business Administration at the Harvard Business School.



Professor Baldwin has written extensively on modularity as a general principle and on its application, particularly in the computer and software industries.

Date: Tuesday, 7th September 2010

Title: Curiosity Killed the Cat: A Survivors' Guide or How to make interdisciplinary research work for you

Date: Wednesday, 8th September 2010

Title: Designs as Selfish Genes: Modularity, Options and Industry Structure

Date: Thursday, 9th September 2010

Title: Using Architecture to Capture Value: Modules, Platforms and Business Strategy

[Read more](#)

Date: Friday, 10th September 2010

Title: Modularity as a Process

[Read more](#)

AIM Research Fellow to Give Showcase Talk at SMS Annual International Conference; 14th September 2010

AIM Research Fellow, Dr Mark Healey, will be speaking at the Showcase Panel on Neuroscience and Strategic Management at the 30th Annual International Conference of the Strategic Management Society being held in Rome, Italy from 12-15 September 2010.

The Showcase Panel, chaired by Stefano Brusoni, also features Stefano Cuppa (Vita Salute San Raffaele University) and Will Mitchell (Duke University).

More information about the session can be found [here](#).

AIM at BAM 2010: Methodological Challenges for Researching Management; BAM Annual Conference; 15th September 2010

The University of Sheffield, Sheffield; LT1, Hicks Building; 16:00 - 17:30

This year AIM will be offering a collaborative event with Fellows from their Services and Management Practices cohorts. Methodological Challenges for Researching Management, as an event exploring an issue that effects all areas of management research, will benefit from the varied perspectives of Fellows from the two cohorts and encourage contribution to the debate from attendees bringing their own experiences.

As in previous years, AIM will be among the many conference exhibitors at BAM 2010 and will be located at Stands 3 & 4.

[Read more](#)

Doctoral Symposium on Service; 21st September 2010

Part of the Grand Challenge in Service at the University of Cambridge

We would like to invite you and your colleagues to our upcoming Doctoral Symposium on Tuesday 21 September 2010, held at the Institute for Manufacturing, Cambridge.

Are you a second or higher year doctoral student?

Is the topic of your thesis in the area of Service?

Would you like to become part of a highly motivated community of service researchers?

Do you want to engage with doctoral students and service researchers from all across Europe?

Do you want to meet and learn from top academics in service research?

[Read more](#)

Open Collective Innovation workshop with AIM VIF Kathrin Moeslein; 24 September 2010



Workshop with AIM Senior Fellow Professor John Bessant and Professor Kathrin M. Moeslein, AIM Visiting International Fellow at the University of Erlangen-Nurnberg and HHL Leipzig.

Recent years have seen a rapid expansion of 'open' approaches to innovation with emphasis shifting from knowledge production to ways of enabling extensive knowledge flows on and out of organizations.

Three converging trends can be seen underpinning extensive experimentation around this: [Read more](#)

The Role of Universities and Other Key Stakeholders in Knowledge Transfer; 30th September 2010

Loughborough University and Nottingham University Business School are delighted to invite you to the 6th and final seminar in the ESRC Seminar Series 'Successful Radical Innovation: From Ideas to Market', to be held at Loughborough University Business School.

Speakers include:

- Professor Mary Rose, University of Lancaster and Dr Sarah Robinson, Open University
- Keith Herrmann and Philip Ternouth, CIHE
- Dr Paul Adcock, Intelligent Energy
- Bob Hodgson, Zernike UK
- Dr Markus Perkmann, Imperial College London
- Dr Kathryn Walsh, Loughborough University

Please [click here](#) to download the programme and registration form.

There are 50 funded places available and a limited budget to assist up to 5 PhD students with travel expenses.

To register or to enquire about travel expenses for PhD students please contact: Emma Woodward at Nottingham University Business School, Telephone 0115 8466655, email LI-ESRC-RISeminars@exmail.nottingham.ac.uk

The deadline for registration is Friday 17th September.

Reflections on Engaged Scholarship: Presentation Summary; 1st October 2010

Time and Location: 10:30 - 12 noon (followed by lunch), London Business School



The Advanced Institute for Management Research is pleased to invite you to an event featuring AIM Visiting International Fellow Professor Andrew Van de Ven, from the Carlson School of Management, University of Minnesota.

Professor Van de Ven teaches courses on the management of innovation and change, organizational behavior, and research methods. He is co-author of 12 books, including Engaged Scholarship.

The relationships between theory and practice, research and action, and basic and applied knowledge are fundamental to the field of Management. Should research findings and knowledge be useful for science, practice, and policy? If so, how should such research be designed, carried out, and disseminated to achieve the twin goals of rigour and relevance? How might research be conducted so that it advances both theory and practice?

[Read more](#)

UK Innovation Survey: data set becoming more widely available; 15 October 2010

Workshop for users and potential users at University of Exeter Business School, 10:30 to 16:00

The UK Innovation Survey is a biennial survey of the level, types and trends in innovation activity in the UK, and is a valuable resource for managers, policy makers and researchers. The most recent survey (UKIS 2009) was sent to 28,000 UK enterprises with 10 or more employees, and aggregate data has just been released.

Survey questions are concerned with product and process innovation, as well as containing a set of metrics exploring wider innovation. Amongst other things, the survey also gathers data on firm investments in innovation, what drives firms to innovate, the barriers to innovation that firms encounter and the nature and contribution of knowledge collaborations. With the release of UKIS 2009, data from four broadly similar surveys (2001, 2005 and 2007) is now available providing opportunity for longitudinal and panel data analysis.

[Read more](#)

The Uncertain Middle: Innovation Lessons for Low Carbon Energy Technology Conference; 17 November 2010

Cass Business School, 6:30pm - 8:00pm

The publication of the report The Uncertain Middle: Innovation Lessons for Low Carbon Energy Technology from Demonstration Projects and Trials is being followed by a conference to discuss the findings and broaden the discussion on what is needed to support the development of low carbon energy technologies in the UK.

There is enormous and growing pressure to develop low carbon energy technologies, because of the need to mitigate carbon emissions from fossil fuels and avert catastrophic climate change. Innovation in the energy system, however, faces many challenges.

[Read more](#)

Engineering in a Digital Economy; 3rd December 2010

Hosted by AIM Management Practices Fellow Dr Jennifer Whyte in conjunction with the Institution of Civil Engineers, this event will explore management practices in civil engineering

and we are pleased to announce that Professor Martin Fischer, Professor of Civil and Environmental Engineering at Stanford University and Professor Rafael Sacks from the Technion Israel Institute of Technology will be speaking. Further speakers and details of this event for both practitioners and academics will be released on the AIM website soon, so save the date and keep checking for more details in the coming weeks.

If you would like to be notified of any updates concerning this event or any of the others listed please contact Agi Witaszczyk on 020 7862 8519 or agnieszka.witaszczyk@wbs.ac.uk

Calls and Opportunities

Call for Papers: Special Issue on 'Operations Management in the Public Sector'



AIM Management Practices Fellow Dr Zoe Radnor has been invited to edit a special issue of Production Planning and Control on Operations in the Public Sector and would like to announce a call for submissions.

The pressure to improve the productivity and performance of public services has led to many calls from industrialists, management consultants and policy officers for the application of operations management practices to the public sector. Examples include the use of business process improvement methodologies such as 'Lean' which claims to achieve substantial cost savings and quality improvement. Other examples include the use of demand management techniques in hospitals and local government, and design concepts for hospital builds. But are the concepts and models of operations management appropriate to public services? Is there evidence that the use of operations management techniques achieves the promised efficiency savings and quality improvements?

[Read more](#)

Scholarship Opportunity at the School of Business & Economics of the Freie Universität Berlin

The Pfadkolleg Research Center, member of the Dahlem Research School and located at the School of Business & Economics of the Freie Universität Berlin, is offering scholarships for up to 15 doctoral students from April 2011 for a maximum period of three years.

The Research Center explores the processes of path dependence, path breaking and path creation within and between organizations in the context of the theory of path dependence. A particular focus for the next cohort of students will be the investigation of path-dependent development of individual as well as systemic competences. The director of the Center is AIM VIF Professor Georg Schreyögg.

The scholarships will be awarded to domestic and foreign graduates of business studies as well as other social sciences with an interest in persistent processes.

Please visit the [homepage of the Center](#) for further information. Complete applications must be submitted by October 31, 2010 to pfadkolleg@wiwiss.fu-berlin.de

Call for Papers: 2nd International Conference on Path Dependence

The theory of path dependence is attracting increasing attention. A considerable number of scholars have been using the theory for the study of historical imprints, escalating dynamics and organizational inertia in different fields and on different levels. The conference is organized by the Path Dependence Research Centre (Pfadkolleg) of the Freie Universität Berlin. It aims at

providing a platform for the discussion of most recent path-related research. The discussions are expected to focus on issues of extending path theory as well as studies of path-dependent phenomena. Conceptual as well as empirical papers from different fields are welcome: organization theory, organizational behaviour, strategic management, human resource management, marketing, innovation and entrepreneurship. Apart from the field of business studies, the organizers encourage contributions from related disciplines, such as economics, geography, sociology or business history.

[Read more](#)

Call for Papers: Special Issue on 'Gender, Diversity and Inclusion in Professions and Professional Organizations' in Gender, Work and Organization

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.



[Read more](#)

Call for Papers: 'Professions and Institutional Change' in the Journal of Management Studies

JOURNAL OF MANAGEMENT STUDIES There is a growing awareness of the critical role that professions play in advanced economies. Professionals and professional service firms are key advisors, analysts, defenders and developers of the major institutions that underpin capitalist economies. As gatekeepers to key financial institutions, the professions influence both the success and failure of capital markets. Professional service firms are also powerful economic actors in their own right, contributing over 3 trillion (USD) to the global economy. Professions influence more than the market system, however. They are also key agents of social change. As Scott (2008: 219) observes, "the professions in modern society have assumed leading roles in the creation and tending of institutions. They are the preeminent institutional agents of our time."

[Read more](#)

Call for Papers: International Labour Conference 2011

The International Labour Process Conference is one of the longest established and best known forums for the analysis of all aspects of work and employment. As it approaches its 30th anniversary, ILPC has earned a reputation as a cornerstone of empirical research and cutting edge theoretical debate within the labour process and sociology of work. Every year, the conference brings together academics and policy makers from sociology, business and management studies, industrial relations, organizational analysis and a range of other disciplines to discuss developments in the field, present their research and initiate new collaborations.

[Read more](#)

If you have any comments or queries about anything that you have read in this issue of

the AIM Quarterly Newsletter please don't hesitate to contact Caroline at caroline.brown@wbs.ac.uk. The next issue will be released on the 1st December 2010 - if you would like to make a contribution the deadline for submissions is 24th November.

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