



Past Events - High Performing Organisations Conference, 25 October 2006, Cardiff Business School

AIM held a very successful conference on High Performing Organisations in October at Cardiff Business School. This event highlighted the challenges in organising and managing to promote innovation and the development and participation of employees at all levels. Introduced by Professor Robert McNabb, Dean of Cardiff Business School, the conference included some of the latest research from AIM Senior Fellows as well as real world examples from industry.

Copies of the presentations made on the day are available to download from our website by clicking on the following link <http://www.aimresearch.org/251006cardiff.html>

Successful Strategic Transformers Project

AIM Research Fellow Dr Manuel Hensmans and AIM Senior Fellow Professor Gerry Johnson from the Lancaster University Management School are close to completing data collection for the third stage of the "Successful Strategic Transformers" project. This project seeks to explain how some companies are able to manage strategic transformation without trauma and the accompanying loss of value to shareholders and the economy.

The first two stages of this project entailed a large-scale financial analysis of 215 UK public companies, and the writing of case-studies about 28 selected companies in a variety of industries. The third and final stage of this project involved an in-depth historical analysis of three pairs of selected companies: Tesco and Sainsbury in the retailing industry, Smith & Nephew and SSL International in the healthcare industry, and Cadbury Schweppes and Unilever in the fast moving consumer goods industry. During this third research stage, Gerry and Manuel in particular focused on the study of company archives going back more than five decades in time. They also conducted about 45 interviews with retired and active company executives.

As of December 2006, the list of completed interviews has become quite impressive. It includes prominent business leaders such as Lord Ian MacLaurin, Sir Terry Leahy, Mr. David Reid, Lord Sainsbury of Preston Candover, Sir Peter Davis, Mr. Ian Coull, Sir Christopher O'Donnell, Mr. John Robinson, Sir Dominic Cadbury, Sir Adrian Cadbury, Mr. John Sunderland, Mr. Todd Stitzer, Sir Michael Angus, Mr. Floris Maljers, Mr. Niall Fitzgerald and Mr. Antony Burgmans.

Manuel recently presented the historical research at the Strategic Management Society Conference in Vienna, and at Science and Technology Policy Research Unit (SPRU) University of Sussex, as part of the Freeman Centre Seminar series.

For further information please contact Manuel Hensmans on mhensmans@london.edu

AIM Senior Fellow Delivers Plenary Discussion at Employment Relations Unit Conference

The Workplace Employment Relations Survey (WERS) was the focus for the latest annual Employment Relations Unit conference at Cardiff Business School on 5th and 6th September. The meeting brought together leading researchers from labour economics, industrial relations and human resource management to consider the evidence provided in WERS2004 and to discuss the past and potential future contributions of WERS. AIM Senior Fellow Rick Delbridge gave a plenary presentation assessing the contribution of WERS to human resource management research and AIM Senior Fellow Paul Edwards was co-author on a paper discussing WERS and SMEs.

The latest survey provides information collected from more than 3,000 managers, nearly 1,000 employee representatives, and over 22,000 employees. WERS is a collaborative venture between the Department of Trade and Industry (DTI), the Advisory, Conciliation and Arbitration Service (Acas), the Policy Studies Institute (PSI) and the Economic and Social Research Council (ESRC).

For further information see:

www.dti.gov.uk/employment/research-evaluation/wers-2004/ or contact Professor Rick Delbridge on delbridger@cardiff.ac.uk

'A Paper by AIM Scholar Helen Shipton entitled 'Cohesion or confusion? Towards a typology for Organizational Learning research' is shortly to be published in the International Journal of Management Reviews.

The paper offers a framework for understanding the organizational learning literature. This is achieved by categorizing the literature according to a) its prescriptive/ explanatory bias and b) in line with the level of analysis, examining whether there is a focus on the organization as a whole, or instead upon individuals and their work communities. This comparative framework provides a basis for researchers and practitioners to make sense of a diverse and fragmented literature and makes it possible to compare schools of thought that are not generally considered alongside one another; for example, information-processing theories are portrayed in one quadrant and situated learning ideas in the next category. Theories outlining the stages involved in transferring learning from individuals to the wider organization can be considered in the light of the work of March and others concerning cognitive limitations. In sum, the typology reflects and categorizes current literature with the intention of highlighting current thinking and possible future directions.

For further information please contact Helen Shipton on h.shipton@aston.ac.uk





A Winning Formula for an ESRC First Grant Scheme Proposal! (supported by the BAM-AIM Proposal Writing Workshops)



Dr. Levent Altinay talks about his experiences at the BAM – AIM Proposal Writing Workshops: "I am hoping that Turkish and Chinese entrepreneurs in the UK will soon be able to tap into more effective networks and resources thanks a research grant awarded to myself (Oxford Brookes University) and Dr Catherine Wang (Brunel University). This project will help community-based organisations and government policy makers to channel business support resources effectively to ethnic minority firms with growth potential.

It has always been my ambition to secure funding from ESRC. I knew that this was a long and complicated process to go through and it certainly required a systematic and strategic approach to developing an application. AIM-BAM workshops in 2005 played an influential role in this process.

These workshops, organised by AIM Senior Fellow, Professor Ian Clarke of Lancaster University Management School, were designed and delivered in such a way that they could meet the expectations of different researchers at different stages of their careers. During the seminars and workshops, we were given the opportunity to listen to the expectations of the ESRC and to the successful and unsuccessful applicants. We were also able to identify and evaluate the strengths and weaknesses of the previous applications. More importantly, these workshops gave me a wonderful opportunity to take a 'hands on approach' to developing a research proposal. My proposal was evaluated by a group of workshop delegates and I also received feedback from the group tutor.

Overall, these activities were particularly useful in identifying an appropriate and researchable topic, using rigorous methods appropriate to the research questions, getting the support of the referees, and demonstrating value for money in academic grant applications. In the past, I was always told that securing funding from the ESRC is a 'tough nut to crack'. It was indeed tough, but the help and guidance of AIM-BAM workshops and tutors helped us to crack it".

The project is titled: *Socio-Cultural factors, ethnic minority entrepreneurial orientation and a firm's growth: A comparative study of Turkish and Chinese small firms in the UK*. The Duration of the project is 24 months (from 1st September 2006 to 31st August 2008). For further details of Dr Altinay's work see the website <http://www.business.brookes.ac.uk/research/sociocultural.html>

For further information please contact Professor Mike Wallace on wallaceam@cf.ac.uk

Workshop on 'Designing for Experience'

On July 11th, AIM Senior Fellow Professor Chris Voss and AIM Research Fellow Dr Leonieke Zomerdiijk held a workshop at London Business School to present the first observations from their project "Designing for Experience". As part of a continuing research program in experiential services, this project addresses the question how creating experiences changes the way we design services and service delivery systems. Experience-based services are typically those that emotionally engage customers by creating memorable events that are carefully planned and staged. Increasingly service providers in a wide range of industries are seeking to build outstanding experiences for their customers in what has sometimes been called the experience economy.

The workshop was aimed at the companies that participated in the study, giving them the opportunity to learn about the findings first and provide feedback to the researchers. The workshop was attended by delegates from a variety of design agencies, consultancy firms, architectural practices and experiential service providers. It turned out to be an enjoyable afternoon that produced lively discussions and many insights for both the practitioners and academics. These insights are invaluable for the next steps of the research. The outputs from the study will include management reports and publications in academic journals.

For further information please contact Professor Chris Voss at cvoss@london.edu or Leonieke Zomerdiijk at lzomerdiijk@london.edu.

AIM Scholar to present at DTI Conference in December

AIM Scholar Dr Helen Shipton is presenting in December at a DTI conference entitled 'New perspectives on job satisfaction and well being' alongside Vicky Pryce, Chief Economist for the DTI and David Blanchflower, Professor of Economics at Dartmouth College. She will be presenting a paper entitled 'When promoting positive feelings pays: aggregate job satisfaction, work design and innovation in manufacturing organizations', a study which has also involved Michael West, Carole Parkes and Jeremy Dawson from Aston Business School and Malcolm Patterson from the Sheffield Institute of Work Psychology.

The paper is due to be published in the European Journal of Work and Organizational Psychology in December and highlights the significance of positive feelings in the workplace, especially where such feelings are experienced by the majority of employees. For organizations in the sample, aggregate job satisfaction was a significant predictor of subsequent organizational innovation, even after controlling for prior organizational innovation and profitability. Certain work design features such as job variety and harmonisation significantly moderated the relationship between our measure of job satisfaction and organizational innovation.

Unlike previous studies, job satisfaction is conceptualized at the aggregate rather than the individual level and innovation rather than creativity is the focus of our work. We propose that where the majority of employees experience job satisfaction, they will endorse rather than resist innovation and work collaboratively to implement as well as to generate creative ideas'.

For further information please contact Helen Shipton on h.shipton@aston.ac.uk





GNOSIS - Project on Practice and Practising: A Comparison across Countries, Sectors and Organizations

GNOSIS is the project set up by Senior Fellow Elena Antonacopolou in which she has located her work as an AIM Senior Fellow. A major part of her AIM research is a substantial international comparative study on the evolution of organizational practices and practicing. This project continues to progress and to engage some of the leading names in the field of Organization Studies (appointed list of International Visiting Fellows to be found at www.gnosisresearch.org) who are replicating the AIM research in 8 different countries beyond the UK.

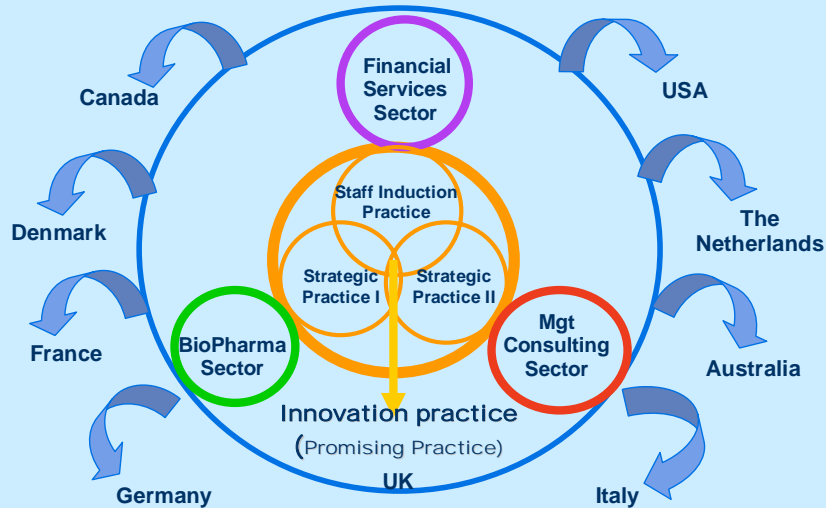


Figure 1 Structure of the International Comparative Research

The international project team consists of nearly 30 researchers including several junior researchers who have been actively engaged in capacity building teams since the early stages of the project. The emerging findings from this research are beginning to shed new light on the evolution of organizational and management practices and their contribution to innovation and competitiveness. The study is also beginning to reveal several ways in which the promise of practice to support innovation and competitiveness can be delivered and how promising practices can be developed.

As part of building on this research, a series of workshops were recently launched in London in each of the three sectors where expertise has been developed (Retail Banking, Management Consultancy, Biopharmaceuticals). This series of workshops has as a common theme an open debate on the challenges and opportunities for future competitiveness. The objective of these workshops is to help distil an agenda for future action to improve competitiveness in each of the sectors in the future. GNOSIS is delighted to have secured the support of prominent speakers including Mrs Angela Knight, incoming CEO of the BBA, Mr Mark Malcolmson, past president of FT Knowledge, Ms Fiona Czerniawska, Director of the UK Management Consultancies Association's Think Tank, Dr Ursula Ney, COO of Antisoma and Professor Graham Boulnois of SV Life Sciences. In accordance with the focus on knowledge co-creation, a significant part of each event is dedicated to round table discussions, with professionals and academics coming together to share knowledge and insights and generate the agenda for business action. These series of events will culminate in an international conference in September 2007. Further events in each of the areas of expertise will take place in 2007.

Elena also wishes to focus on ways of supporting organizations and their managers in maximising the use of the knowledge generated by the international research project to inform their actions. Suitably entitled "Mastering Business Practice" this development addresses 4 main themes: Actionable Knowledge, Management Education and Learning Leadership, Practitioners and Phronesis in Strategic Decision Making and Reflexivity in Management Research.

For more information on GNOSIS events, please contact Laura Brough in the GNOSIS office on 0151 795 3725 or consult the GNOSIS website www.gnosiswebsite.org

AIM Ghoshal Fellow Completes International Management Survey

Assistant Professor Nick Bloom has completed the AIM co-funded survey of management and organisational practices across 4,000 firms in Europe, the US, India, Japan and China. A multilingual team of 45 MBA, Msc and PhD students worked at the LSE for 3 months over the summer to carry out the survey, co-organized with McKinsey. The data has already provided fascinating insights into major differences across countries and industries in terms of strengths and weaknesses of management practices, the shape or organisational structures and the extent to which delegation occurs within firms. The results will be analysed over the next couple of years alongside linked company and industry data sets as part of large ongoing AIM linked research project. This research builds on an earlier survey wave of 730 firms in the US, UK, France and Germany showing the importance of competition, education and ownership in management practices. These results are now forthcoming in the Quarterly Journal of Economics, with the (anonymized) data to be made available from the ESRC and AIM websites. The research has also attracted ongoing press coverage - including recent articles in the Financial Times, Hindustan Times and BBC World Service.

For further information please contact AIM Ghoshal Fellow Nick Bloom on n.bloom@lse.ac.uk





AIM Research Fellow Sukanya Sen Gupta Wins Award for Thesis

AIM Research Fellow Sukanya Sen Gupta's thesis titled 'The impact of employee share ownership schemes on organisational performance: An estimation using the WERS98 dataset' was awarded a prize for being as one of the best three thesis in the Edamba (European Doctoral Programmes Association in Management and Business Administration) doctoral thesis competition. Business schools across the UK and Europe participate in this competition.

Furthermore she co-authored a paper that won a Best paper award in the management track for the following paper presented at the 29th Institute for Small Business and Entrepreneurship conference in Cardiff, November 2006: Sengupta, S, Saridakis, G, Edwards, P and Storey, D, and 'Employment Tribunal Cases: The impact of Enterprise size on Incidence and Outcomes'.

For further information please contact Sukanya Sengupta on Sukanya.Sen-Gupta@wbs.ac.uk

Three Workshops organized by AIM Ghoshal Fellows

1. Developing Publishing Skills - 10.00-17.00, 8th November 2006, AIM Research Office, Huntsworth Mews, London

Professor Cynthia Hardy (University of Melbourne and AIM International Visiting Scholar), together with Professor Rick Delbridge (Cardiff Business School and AIM Senior Fellow) and Professor Robyn Thomas (Cardiff Business School and AIM Ghoshal Fellow) held a one-day publishing workshop at the AIM offices in Huntsworth Mews, London. The workshop provided an excellent opportunity for early career researchers to explore the different stages involved in reviewing and publishing an article in an international journal. In addition, participants were able to discuss their research and publishing ideas with academics experienced in publishing in leading European and US journals. The workshop, designed by Professor Hardy, includes an important experiential component, based on actual reviews and revisions of a manuscript, which gave the participants the opportunity to put into practice the insights they gained from the workshop convenors. Professor Hardy is currently Co-Editor at the journal Organization Studies as well a member of the editorial boards of Journal of Management Studies, Critical Discourse Studies and Discourse and Communication. Professors Delbridge and Thomas both serve on a number of editorial boards, including Organization Studies, Human Relations, Organization and the Scandinavian Journal of Management.

2. Organizational Discourse: Why It Matters to Managers - Cardiff University, 23rd November

Julia Balogun (CASS), Paula Jarzabkowski (Aston) and Robyn Thomas (Cardiff), all AIM Ghoshal Fellows, organized an extremely successful international workshop for practising managers, entitled 'Organizational Discourse: Why it Matters to Managers' on the 23rd November 2006, at Cardiff University. Facilitated by Professor Cynthia Hardy (Melbourne and AIM) and Professor Steve Maguire (McGill and AIM), the workshop provided the opportunity for managers to acquire and apply some of the insights generated by management researchers in the area of 'organizational discourse theory'. In the workshop, senior managers, drawn from a wide range of public and private sector organisations, explored the role that language plays in management – not simply as a form of communication but also through the way that it can construct our understanding of organizational change. During the workshop participants were introduced to the concept of organizational discourse, with its relevance in practice being illustrated through a number of case studies from international research. Participants then considered the main discourses affecting their own management experience to develop insights about how they might manage them, as well as how they can use discourse to manage collaboration across departments, partnerships, alliances, and networks. Practitioner enthusiasm for interaction with management researchers and was evident in the fact that the event was fully subscribed and in the way practitioners engaged with the workshop topic, which they found relevant and thought-provoking. The workshop proved to be an excellent example of working with practitioners to examine the applications of academic research for practice.

3. Discourse Research Methods - 24th November, 2006, Cardiff University

On the 24th November, an international workshop on 'Discourse Research Methods', was organized by Julia Balogun (CASS), Paula Jarzabkowski (Aston) and Robyn Thomas (Cardiff), all AIM Ghoshal Fellows. The Workshop, for PhD and early career researchers interested in using critical discourse methods in their research, proved to be extremely popular, and it is hoped that similar events can be held in the future to meet the demand. Sage publications supported the event by providing copies of 'Discourse Analysis' (Philips and Hardy) at a discounted rate for the workshop participants. This book lays out ideas for conducting discourse analysis and on applying the social constructionist assumptions on which this methodology is based. The workshop was organised in association with AIM, Cardiff Business School and Melbourne University's International Centre for Research on Discourse, Strategy and Change (ICRODSC). The aim of the event was to explore various approaches to discourse analysis, as well as to reflect on the implications of its use in management and organization research. Methodological approaches covered in the workshop included critical discourse analysis (Cynthia Hardy, Melbourne University and Steve Maguire, McGill University, both AIM International Visiting Fellows); narrative analysis (Andrew Brown, Bath and Nic Beech, St Andrews, AIM Associate); Laclau & Mouffe's discourse analysis (Hugh Willmott, Cardiff University); and reflexivity (Robyn Thomas, Cardiff and AIM Ghoshal Fellow). Participants had the opportunity to engage in research conversations with these leading scholars in the area of organizational discourse. The event was enthusiastically received, with participants commenting on the excellent opportunity it afforded them in developing their current research, as well as giving them a chance to meet leading discourse academics in a relaxed and convivial atmosphere.

For further information please contact Robyn Thomas on thomasr4@cf.ac.uk





Opportunities - Two opportunities to work with AIM Senior Fellows – for further information please visit the AIM website or click the links below.

Fellowship in Strategic Management, Lancaster University Management School - [Further Information](#)
Researcher, University of Liverpool Management School - [Further Information](#)

Intuition In Management Practice Symposium



AIM Senior Fellow Professor Gerard P Hodgkinson (University of Leeds) and AIM Associate, Professor Eugene Sadler-Smith (University of Surrey) recently organised and hosted the Intuition in Management Practice (IMP) at the AIM offices in London on 26th September.

The symposium engaged leading academics in the field of intuition research with senior managers and other practitioners in an exchange of perspectives and debate centred upon a number of fundamental questions: 1) what is intuition? 2) how does intuition manifest itself in management practice? 3) how effective is intuition in business decision making? 4) how can managers' intuitive capabilities be developed?) and what are the future priorities for intuition in management research?

The four distinguished speakers were: Professor Guy Claxton, University of Bristol (on the subject of 'What is Intuition?'); Professor Paul Sparrow, Lancaster University ('Intuition in Organizational Decision Making'); Professor Gerard P. Hodgkinson, University of Leeds ('Exploring the Interplay between Analysis and Intuition with Implications for Management Practice'); and Dr. Lisa Burke, Louisiana State University ('Managerial Use and Development of Intuitive Decision Making').

The Intuition Symposium took the form of short (25 minute) presentations, structured group discussions ('table talk') (facilitated by Eugene Sadler-Smith) and plenary dialogue facilitated by Dr Bill Lucas (Chairman of the Talent Foundation). The symposium was attended by over thirty delegates the vast majority of whom were senior managers from a wide range of businesses including Ernst and Young, Standard Chartered Bank, BP, Shell and a number of other national and international companies.

The plenary session was especially fruitful in identifying the priorities for future research in this field. The organisers are currently in discussions with an international peer reviewed journal with a view to a Special Issue or Special Section based upon the proceedings of the symposium. The evaluations of the symposium given by the participants were highly favourable, and there was a plea from many delegates for a future event along similar lines which could bring together academics and industry speakers.

For further information please contact: gph@lubs.leeds.ac.uk or esadlersmith@surrey.ac.uk

AIM Public Service Fellow Paul Collier moves to Australia

Paul Collier, AIM Public Service fellow has taken up a position as Associate Professor at Monash University in Melbourne. Paul gave a presentation at a symposium of senior police officers from Victoria Police on his research findings in the UK. Many of the problems faced by police in the UK and Australia are similar and Victoria Police has adopted many of the processes that have been developed in the UK and USA. The symposium has enabled Paul to gain access to Victoria police for research that will develop his research interests from his AIM Fellowship.

For further information please contact Paul Collier on paul.collier@buseco.monash.edu

Small Firms and Economic Development: A Discussion Forum. University of Warwick, Tuesday 30 January 2007

The promotion of small firms is a key element in economic policy. Current approaches provide valuable assistance particularly in the start-up phase but more can be done to help firms to grow and develop. This forum will bring together government agencies and experts in developing small firm networks, and it will have presentations of recent academic research. It aims to contribute to high-level thinking in this key area.

The event is by invitation only. If you are interested in attending or would like further information, please contact Professor Paul Edwards at the Industrial Relations Research Unit, University of Warwick, Coventry CV4 7AL. email P.K.Edwards@Warwick.ac.uk, Phone 024 7652 4270. The deadline for final bookings is 15 January.

AIM Senior Fellow Appointed on Advisory Board

AIM Senior Fellow Professor Mari Sako has been appointed to be on the Advisory Committee of FT Global Outsourcing and Offshoring Conference 2007.





Sharing Experience Around Dealing with Discontinuous Innovation



Innovation matters – of course. Unless organizations change what they offer the world and the ways in which they create and deliver those offerings they risk falling behind in today’s turbulent and complex environment. Smart firms know this and they invest time and trouble to create systems, structures and processes to ensure a sustained flow of innovation.

But whilst they are highly competent at what we could call ‘steady state innovation’ (essentially doing what they do but better) problems can occur when they confront the need for discontinuous innovation (DI). History tells us that when technologies shift, new markets emerge, the regulatory rules of the game move or someone introduces a new business model then established players can suddenly become vulnerable. When confronted with the need to explore doing something radically different many fail the test.

A key part of the problem is that dealing with discontinuity requires a very different set of capabilities for organising and managing innovation. Searching in unlikely places, building links to strange partners, allocating resources to high risk ventures, exploring new ways of looking at the business - all of these challenge the ‘normal’ way we approach the innovation problem. And while we know a lot about how to manage the steady state kind of innovation we’re much less clear about where and how to start building discontinuous innovation capability.

As part of AIM research work on the DI theme, Senior Fellow John Bessant has been setting up and running three parallel ‘learning networks’ in the UK, Germany and Denmark. Together with academic research partners in the three countries these provide an opportunity for 15-20 organizations in each country to meet and share ideas and experiences about how they are approaching the challenge. Six national workshops have been held since the programme launched in March of this year culminating in a major international conference held in London as part of the Institute of Engineering and Technology’s Innovation Festival in October. At this event seven of the participating firms reported on their approaches to dealing with discontinuity with particular reference to the problem of how they organise search activities in unfamiliar places and directions.

The results of this first phase of the work will appear shortly as an AIM Executive Briefing. Whilst the original intention was to run the learning networks as a pilot activity from march until October there is considerable enthusiasm amongst the member organizations to extend the work until summer 2007. This will also permit the expansion of the programme with a further 6 country teams setting up parallel learning networks in Australia, The Netherlands, Finland, Norway, Sweden and France.

For further information please contact Professor John Bessant, on j.bessant@imperial.ac.uk

Participating members of the programme include:

Academic partners	Industrial partners
(a) Germany	
Technical University, Munich	BMW - Allianz - Henkel - Webasto - SAP - O2
University of Leipzig	Microsoft - Arvato Mobile - BASF - Buehler Motor GmbH
Fachhochschule Ingolstadt	C.J. Schickhardt GmbH & Co. KG - E.ON Energie AG
	EOS GmbH Electro Optical Systems - Deutsche Bahn AG
	ESG Elektroniksystem- und Logistik-GmbH - Sueddeutsche Zeitung
	Flughafen Muenchen GmbH - Vailant - Voth AG
	Schreiner Group GmbH & Co. KG - ITQ GmbH - Siemens - Segm@AG
(b) Denmark	
Aalborg Univeristy	Grundfos - Danish Industries - Novozymes - Novo Nordisk
Copenhagen Business School	Coloplast - Ambu - Amcor - TDC - Bang and Olufsen - Nokia
	Rockwool - TC Electronics - Lego
(c) UK	
Imperial College	Unilever - Reckitt Benckiser - Cerulean - Entheo - Oracle - NHS PASA
University of Bath	Visteon - BBC - Procter and Gamble - NHS Institute for Innovation
Saïd Business School, Oxford	Daimler Chrysler - Cancer Research UK - Nokia - GSK - Exel Logistics
	Ordnance Survey - Oger Telecom - Dept. of Health - Smith & Nephew





Update on the AIM Capacity Building Programme

AIM is organising a substantial programme of capacity building activities and events during 2007. 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, please visit the AIM website (www.aimresearch.org) or contact Victoria Gatt, AIM Events Officer (vgatt@london.edu).

<i>Focus of Activity</i>	<i>Date</i>	<i>Venue</i>	<i>Type of activity</i>	<i>Organiser</i>
2007				
RDI regional supervising research students workshop 1	23rd, 26th, 30th January, 2nd February	London, Cardiff, Leeds, Strathclyde	first in a two-workshop series	Dan Remenyi, Mike Wallace
RDI regional systematic literature reviewing workshop 3: writing-up a review, implications for teaching	9th, 20th February	Edinburgh, London	third in a three-workshop series	David Denyer, Colin Pilbeam, Mike Wallace
Early career 'peer assist' support for developing papers for publication	February	tbc	workshop	Simon Collinson and colleague Ghoshal Fellows
RDI research methods workshop 4: teaching philosophies and methodologies	27th February	London	fourth in a six-workshop series	Mark Saunders, Mike Wallace
RDI regional supervising research students workshop 2	20th, 23rd, 27th, 30th March	London, Cardiff, Leeds, Strathclyde	second in a two-workshop series	Dan Remenyi, Mike Wallace
Making connections: relational analysis, boundary concepts and the future of organization studies	2nd-3rd April	Cardiff Business School	international workshop	Rick Delbridge, Robyn Thomas
RDI regional research methods workshop 5: teaching qualitative methods	2nd July	London	fifth in a six-workshop series	Catherine Cassell, Mike Wallace
RDI regional critical literature reviewing workshop	summer, autumn	London, Cardiff, Leeds, Strathclyde	series of three workshops	Mike Wallace



RDI Support for AIM Regional Workshops



AIM's RDI 'training trainers' workshop series are designed to support management academics in their role as teachers, tutors and supervisors of the next generation of management researchers. These workshops form part of a research training project funded within Round 1 of the ESRC Researcher Development Initiative.

The Researcher Development Initiative has been set up with funding from the Training and Development Board of the Economic and Social Research Council, and is one of a number of major ESRC investments related to research methods. RDI aims to develop an advanced training infrastructure for social researchers in UK higher education, government, and the voluntary sector. Projects funded under RDI develop and deliver training courses and online resources in advanced research methods for social scientists. RDI is co-ordinated by Professor Ray Lee, a research methodologist at Royal Holloway University of London. There have been two rounds of funding to date. Projects delivering training and/or producing training resources now exist across a wide range of disciplines and throughout the country. More information is available at: www.rdi.ac.uk.





Challenges and Innovation in Establishment Surveys

Friday 26th January, 2007 - 9.45 am - 4.15 pm, 10 Carlton House Terrace, London SW1Y 5AH

Organised by the National Institute of Economic and Social Research (NIESR) funded by the Department of Trade and Industry (DTI)

Establishment surveys play a critical role in forming our understanding of social and economic behaviour in areas as diverse as employment relations, education, workplace safety and business performance. However, such surveys also present a number of methodological challenges that are not commonly encountered in surveys of individuals or households.

The conference brings together a number of experts in the field to examine some of these challenges in detail and to identify innovative methodologies. The programme will address a range of topics from sampling and contact procedures to methods of maximising response. Presentations will examine how these issues have been tackled in recent applications of the survey method, both in Britain and elsewhere.

Sessions to Include:

- Developments in the IDBR as a sampling frame (John Perry and Andrew Allen, Office for National Statistics)
- Lessons from a mixed-mode data collection design (Dr Emmanuela Sala, University of Essex)
- Survey participation in the public sector: the case of schools (Dr Patrick Sturgis, University of Surrey)
- Contact and response in the 2004 Workplace Employment Relations Survey (Joanna Chaplin and Jane Mangla, NatCen)
- Experiments in a linked employer-employee survey (Susan Nicholson and Graham Kelly, BMRB)
- Collecting financial performance data in establishment surveys (John Forth, NIESR)
- The Canadian Workplace and Employee Survey (Yves Decady, Statistics Canada)
- The German IAB Establishment Panel (Dr Markus Promberger, Institut für Arbeitsmarkt und Berufsforschung).

This conference will appeal to all those responsible for commissioning, designing or administering establishment surveys, as well as policy-makers and researchers with an interest in the resultant survey data.

The conference is funded by the Department of Trade and Industry. Attendance is free of charge, but places are limited.

For further information or to reserve a place contact Kyra Kellawan, NIESR External Relations Officer, on 0207 654 1931.

Conference Presentations by AIM Fellows

The AIM Liverpool team also had a very busy conference season this year, profiling the research at the EGOS conference in Bergen, the AOM conference in Atlanta and the IFSAM conference in Berlin.

At EGOS, AIM Senior Fellow Elena Antonacopoulou was co-convening a sub-theme together with Linda Argote and Martha Feldman on the theme of "The Social Complexity of Organizational Learning: Dynamics of Micro-Practices, Processes and Routines", where 21 papers (out of 106 submitted) were presented and discussed. The success of this sub-theme will be followed up by another sub-theme at the EGOS conference in 2007 in Vienna on the topic of "Dynamic Capabilities and Practices: The Generative Dance of Macro and Micro Forces", co-convened by Elena Antonacopoulou, Susan Taylor and Maurizio Zollo.

At the Academy of Management Conference in Atlanta a showcase symposium sponsored by the Business Policy and Strategy, the Organizational and Management Theory, and the Management Consulting Division was profiling the insights from the international research project on the Evolution of Practices. Chaired by Elena Antonacopoulou and Theo Peridis, in the symposium with the title "Evolution of Practices and Dynamic Capabilities: A Cross-Country Study in the Consulting Industry" findings comparing different practices and their evolution in consulting firms in different countries were presented and discussed.

At the IFSAM Conference in Berlin the International Research Group presented their insights on "How to study organizational practices" at a panel discussion, chaired by the International Visiting Fellow Georg Schreyoegg.

Overall the conference presentations, which were well attended, reflect an increasing interest in the practice research and begins to show the impact of the International Research project and the new insights it is generating in helping us to rethink and better distinguish Organizational Practices from Management Practices while better defining the Promising Practices that can support Innovation and Competitiveness.

The interest in this research has also led to several invitations to present the insights to both academic and practitioner audiences including the British Learning Association, Roche (Switzerland), AVECIA, Hay Group, Lingnam University, Hong Kong, University of Technology, Sydney, University of Melbourne, Australia, DOCSOL, Denmark, Organization Studies Summer Workshop, Greece and the Universities of Manchester, Bristol and Cranfield. Further invitations scheduled in 2007 include seminars in Dublin, Brighton and the US.

For more information please contact Laura Brough in the GNOSIS office on 0151 795 3725.





Human Relations Special Issue Call for Papers: The modular corporation: Implications for work, occupations, and employment relations

The editors of Human Relations intend to publish a special issue of the journal on the subject of the modular corporation: Implications for work, occupations, and employment relations

Guest editors: Mari Sako (AIM Senior Fellow at Said Business School, University of Oxford) and Rosemary Batt (AIM International Visiting Fellow Cornell University).

Recent research in the fields of management and organizations has paid considerable attention to the rise of networked forms of organization, including analyses of the role of information technologies in facilitating change, the performance advantages of outsourcing and off-shoring, the mechanics of supply chain management, and the factors that influence make or buy decisions. Scholars have paid much less attention, however, to the implications of the hollowing out of the corporation for work and employment relations. In this special issue of Human Relations, we examine the rise of the modular corporation and its implications for work, occupations, and employment relations. The fundamental restructuring of corporations includes not only the growth of global supply chains in manufacturing, but also the externalization of service activities from accounting and legal work to human resource departments and sales and marketing. The concept of the modular corporation captures the idea that corporations are not necessarily integrated organizational structures, but rather a set of building blocks that may be reconfigured in response to strategic initiatives or external pressures.

The purpose of this special issue of Human Relations is to advance our understanding of how the rise of the modular corporation is affecting the nature of work and employment relations across a wide range of occupational groups and industries in both advanced and developing economies. We seek empirical studies of the nature of change in manufacturing as well as service activities, among non-managerial, technical, professional, and managerial employees, and across different national contexts. We are interested in how and why corporations adopt alternative restructuring strategies, and how these differences shape employment and welfare outcomes for employees.

The editors will select five papers to be included in the special issue, but other papers submitted in this process may be published in other issues of the journal.

The deadline for submissions is 15 October 2007. The special issue is intended for publication in the second half of 2008. Papers to be considered for this special issue should be submitted online via www.humanrelationsjournal.org. Please direct questions about the submission process, or any administrative matter, to Alice Gilbertson: editorial@humanrelationsjournal.org.

The editors of the special issue are very happy to discuss initial ideas for papers, and can be contacted directly: Mari Sako mari.sako@said-business-school.oxford.ac.uk, and Rosemary Batt rb41@cornell.edu

Successful AIM Capacity-Building Workshop: "Researching Organisations as Pluralistic Contexts"

The AIM Capacity-Building Workshop on: "Researching Organisations as Pluralistic Contexts", convened by Paula Jarzabkowski at Aston Business School on 6 October was a tremendous success with 35 people from institutions all over the UK attending. In fact, it proved so popular that we had to turn away some people.

The keynote presentation by Professor Andrew Van de Ven (Carlson School of Management; University of Minnesota), sparked lengthy discussion that set the tone for interaction throughout the day. Hugh Willmott (Cardiff) then presented a challenging paper on 'Identities in Organizations: From Interpretive to Critical Analysis', which was helpfully deconstructed by discussant, Sue Dopson (Said). Lunch provided an opportunity for networking and discussion, following which Paula Jarzabkowski, Jane Matthiesen (Aston) and Andrew Van de Ven started the afternoon sessions with their presentation: 'Implementing conflicting strategies under the competing demands of regulation'. Discussion flourished again, led by Marc Ventresca (Said). The final session in the day was a presentation by Glenn Morgan (Warwick), about his research on globalizing professional service firms; 'Actors and institutions: processes of mutual constitution across levels'. Evelyn Fenton (Reading) led discussion of Glenn's paper, following which the main points of the day were drawn together.

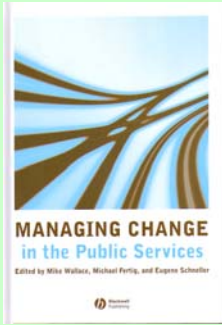
Overall the papers were thought-provoking in featuring various empirical contexts and theoretical approaches to the study of organizations as pluralistic contexts. This was enhanced through extensive in-depth periods of discussion, which were both interesting to participants and constructive for authors. As participants were keen to foster further interactions on the topic, a weblog was proposed for posting research ideas, short papers and meeting other like-minded academics. AIM associate, Paul Chan (Northumbria) and Michael Kaschewsky (Aston) have agreed to coordinate this and have already received their first paper as well as material from the workshop.

If you are keen to know more, email Paul at paul.chan@unn.ac.uk for details.





New book on coping with the complexity of public service change



The purpose of Mike Wallace's AIM Public Service fellowship was to develop and assess the wider applicability of a conception of complex educational change and associated practical planning framework. This book, co-edited with Michael Fertig and Eugene Schneller, reports the main outcomes. Contributions address four questions:

- What makes public service change increasingly complex to manage?
- How do people involved in the change process cope with this new complexity?
- How could the management of public service change be rendered more effective?
- Where might practically-oriented academic enquiry productively go from here?

The book focuses on what makes contemporary public service change complex to manage and how people cope, highlights implications for improving policy and practice, and points to promising avenues of further research and theory-building.

Most chapters examine education and health, the largest and organizationally most complex public services, in North America and the UK. But authors have pointed to generic implications of their ideas for other services and national contexts.

The contributors are leading researchers from the UK, Canada and the USA. Many took part in international expert seminars organized as part of the fellowship activities. This book presents the results of that exchange. The chapters are linked both to each other and to Wallace's ideas on complex change. A final chapter draws together key messages providing answers to the questions addressed by contributors.

For more information please view the Blackwell website:
<http://www.blackwellpublishing.com/book.asp?ref=9781405135481&site=1>

AIM Publications

AIM has produced a number of new reports over the past months and has forthcoming reports, all publications are available to order, free of charge. To order a hard copy of any AIM Publication please <http://forms.london.edu/form.asp?id=3744> or email Claire Fitzpatrick cfitzpatrick@london.edu.

Date	Report Title	Authors	Link to website
October 2006	Future of Business Schools: Finding a Path to Success	Dr Chris Ivory, Dr Peter Miskell, Dr Helen Shipton, Dr Andrew White, Professor Kathrin Moeslein, Professor Andy Neely	Full Report
October 2006	UK Business Schools: Historical Contexts and Future Scenarios	Dr Chris Ivory, Dr Peter Miskell, Dr Helen Shipton, Dr Andrew White, Professor Kathrin Moeslein, Professor Andy Neely	Full Report
Forthcoming	The Asian Century: Opportunities and Challenges for the UK	Rupert Harrison, James Wilsdon	Full Report
Forthcoming	Is Organisational Learning a Myth?	Professor Philippe Baumard, Professor William Starbuck	Synopsis
Forthcoming	How does UK retail productivity measure up?	Rachel Griffith, Heike Harmgart	Synopsis
Forthcoming	Attention HQ: Strategies for UK subsidiary companies	Professor Julian Birkinshaw, Professor Cyril Bouquet, Dr Tina Chini	Synopsis
Forthcoming	From Modern to Paternalistic: How does your firm type affect your performance?	Paul Edwards, Chin-Ju Tsai, Sukanya Sen Gupta, Monder Ram	Synopsis
Forthcoming	International Competitiveness of British Companies	Professor George Yip, Professor Alan Rugman, Dr Alina Kudina	Synopsis
Forthcoming	Small Firms, Learning and Growth: A Systematic Review and Reconceptualisation	Allan Macpherson, Robin Hall	Synopsis
Forthcoming	Studying Evolution of Knowledge Within Small and Medium-Sized Firms: A Systematic Review	Richard Thorpe, Robin Holt, Allan Macpherson, Luke Pittaway	Synopsis





AIM Senior Fellow invited to advise UK Competition Commission

Professor Ian Clarke, Chair in Marketing at LUMS and Senior Fellow of the Advanced Institute of Management Research, was one of four academics invited to advise the Competition Commission on their current market investigation of the supply of groceries by retailers in the UK.

Professor Clarke took part in a 'Round Table' on Local Competition at the Competition Commission offices in London on Monday 9th October 2006. Local competition is a one of the three key issues the Competition Commission is investigating in its on-going deliberations.

Ian was the only non-economist invited to advise the Commission in this particular session, alongside experts from Oxford, Warwick, and Connecticut. Ian has experience working for Tesco PLC (1985-92) and had conducted an earlier ESRC-funded project on consumers' experience of local competition.

He is currently conducting a large-scale quantitative study of consumer choice as one of his AIM research projects, in collaboration with AIM International Visiting Fellow Professor Harmen Oppewal (Monash University, Australia) and LUMS Professorial Fellow Malcolm Kirkup, who is an AIM Research Associate. The group hope to release the results of the modelling of local store choice in the first half of 2007 so that they can be considered by the Competition Commission.

For further information please contact Professor Ian Clarke on i.m.clarke@lancaster.ac.uk

The Third Organization Studies Summer Workshop: 'Organization Studies as Applied Science: The Generation and Use of Academic Knowledge about Organizations' 7- 9 June 2007, Crete, Greece

Convenors:

AIM Ghoshal Fellow, Paula Jarzabkowski, Aston Business School and AIM, UK
Susan Mohrman, University of Southern California, USA
AIM International Visiting Fellow, Andreas Georg Scherer, University of Zurich, Switzerland

Keynote Speakers:

Helga Nowotny, Wissenschaftszentrum Wien, Austria & co-author of Rethinking Science
Sara L. Rynes, University of Iowa, USA & Editor of the Academy of Management Journal
Richard Whitley, University of Manchester, UK & author of The Intellectual and Social Organization of the Sciences

About the Workshop

The Organization Studies Summer Workshop is an annual activity, launched in June 2005, to facilitate high-quality scholarship in organization studies. Its primary aim is to advance cutting-edge research on important topics in the field by bringing together in a Greek island, in early summer, a small and competitively selected group of scholars, who will have the opportunity to interact and share insights in a stimulating and scenic environment. The Third OS Summer Workshop will take place at Grecotel Rithymna Beach Hotel (http://www.grecotel.gr/grecotel-rithymna-beach/welcome_444_1.aspx), Rethymnon, Crete, between 7-9 June 2007.

The Workshop will be limited to about 50 papers to ensure in-depth discussion. We welcome both theoretical and empirical papers that demonstrate rigorous analyses and approaches. Papers could consider, but are not restricted to, the following topics on the generation and use of academic knowledge about organisations:

- Epistemological issues concerning what counts as valid knowledge (including aspects such as truth, objectivity vs. subjectivity, etc.);
- Methodological issues about how valid knowledge is generated;
- Praxeological issues about how valid knowledge is used in practice;
- Sociological issues regarding the social settings in which academic knowledge is produced and the forms that knowledge traffic between academics and practitioners takes; and
- Critical issues regarding the political nature of knowledge and the various interests that are served during the process of knowledge production and application (including aspects such as power, dependency, legitimacy, etc.);
- Learning in terms of teaching management students; how and why understanding the relationship between knowledge production and consumption might inform our teaching practices.

Special Issue of Organization Studies

The Workshop will be followed by a Special Issue of Organization Studies on this topic, which will be published in 2009.

Submissions

Interested participants must submit to the Editor-in-Chief (OSeditor@alba.edu.gr) an abstract of no more than 1000 words for their proposed contribution plus a brief biographical note by January 31st, 2007. The submission must be made via email and it must be a Word attachment. It should contain authors' names, institutional affiliations, and email and postal addresses, while the subject matter line of the email should indicate the title of the Workshop. Authors will be notified of acceptance or otherwise by February 28th, 2007. Papers should be submitted to the Editor-in-Chief by May 15th, 2007 and will be uploaded on the journal's web site.

To see a more detailed Call for Papers, please visit: www.egosnet.org/journal/os_summer_workshop_2007.shtml





Forthcoming Events

7 December 2006, AIM Christmas Drinks, AIM Office, London

We would be delighted if you could join us to celebrate Christmas and the end of Phase I and at the AIM offices on 7 December from 17.00. For catering purposes, if you are able to attend, please email Victoria Gatt, Events Officer at vgatt@london.edu

January 2007 Onwards, Researcher Development Initiative, Regional Venues

AIM is inviting up to three academics from each business and management school whose responsibilities include supervising research students (or who anticipate taking on such responsibility in future) to participate in this new professional development opportunity for the UK management research community. The purpose of this workshop series is to support junior and mid-career management academics with their learning to become effective supervisors of research students. In addition, the series will be useful for senior academics who have departmental responsibility for managing research student supervision.

For more information or to register, please visit our website by clicking on the following link <http://www.aimresearch.org/2007ttws.html> - The deadline for applications is Friday 8 December 2006.

Social Science Week 2007, 9-18 March 2007

Continuing with AIM's participation in the ESRC's annual Social Science Week event, we are inviting you to host an event for AIM during Social Science Week 2007. All you have to do is come up with an idea for a viable event to hold during this week and the AIM Office will support you in making it happen. If you'd like some ideas, please take a look at the events we ran this year by clicking on the following link <http://www.aimresearch.org/100306ssw.html> Send your ideas to Victoria Gatt, Events Officer at vgatt@london.edu

AIM Early Career Peer Assist Workshop – Call for Papers, 3 and 4 April 2007, Imperial College, London

This workshop is an intensive two-day event, providing an opportunity for early career researchers to gain feedback on their written work prior to submission to a journal. The workshop is based on BP's Peer Assist process. The goal is help researchers refine and improve their work. It is open to researchers working in all areas of management in an UK university, focusing on research related to the themes of AIM.

For further information, please visit our website by clicking on the following link <http://www.aimresearch.org/030407.html>

Networked Innovation – Developing a Future Research Agenda February 21st 2007 Coventry University TechnoCentre

This workshop, which will draw together academics, practitioners and policy makers, aims to develop a future research agenda for networked innovation which will guide UK policy and research activity. An AIM Report highlighting the main findings from this workshop will be produced soon after the workshop.

To register, please complete the online form by clicking on the following link <http://forms.london.edu/form.asp?id=6217>

Events Round-up 2006

This year AIM Research has hosted over 80 events throughout the UK and internationally, reaching over 1600 academics and practitioners alike where AIM continues to disseminate the latest management.

For information on any AIM event, please contact Victoria Gatt on vgatt@london.edu or 0870 734 3000.

AIM Phase II, Relocation

Following the announcement earlier this year that the ESRC are continuing their investment in management research and have granted additional funding to AIM, we are delighted to announce that AIM will be moving to new premises for the launch of its Phase II activities.

AIM Phase II, from January 2007 is a clear indication of the success of Phase I and this success is due in part to the level of support provided by the London Business School both at senior management level and for the day to day operations of the AIM office. AIM has built valuable relationships at London Business School and would like to take this opportunity to thank the School for their commitment to AIM over the last 4 years.

Professor Laura Tyson, Dean at London Business School said, "I am delighted that AIM has additional funding to build on the good work which has been undertaken at London Business School since 2002 and wish the initiative every success in their new location and with the 3 new cohorts of mid career Fellowships and focused research programme on Innovation".

We will keep you updated with our new contact details as they are confirmed.

For further information please contact AIM Deputy Director Professor Andy Neely on aneely@london.edu





AIM Research Fellow Wins Awards for Doctoral Thesis

AIM Research Fellow Adrian Done has received two awards in the following dissertation competitions:

- Decision Sciences Institute – Elwood S. Buffa Dissertation Award
- EFMD/ Emerald Outstanding Doctoral Research Award (Sponsored by the International Journal of Operations and Production Management)

ABSTRACT

“Where are we now in the evolution of supply chains and what has to occur to advance along the continuum?” (Bowersox et al., 2000)

This thesis aims to go some way to answering this question, by undertaking an empirical investigation of two major issues emanating from the literature:

The increasing importance of managing knowledge in supply chains,
The application of supply chain practices beyond manufacturing- into services.

Existing supply chain literature focuses on asset and information elements of exchange between supply chain partners in manufacturing contexts. Yet the exchange and management of knowledge is not so well understood despite its increasing importance as more complex business dynamics shift towards competing supply chains. The above issues are developed through a synthesis of the supply chain literature, and analysed by adopting perspectives from knowledge management and service operations research streams. Three particularly relevant supply chain knowledge dimensions emerge: knowledge transfer, competence and maturity. The impact upon performance of these dimensions within manufacturing and service supply chain contexts constitutes the research focus of this thesis. Literature-based definitions of the main constructs are adopted and three sequential essays developed. The first essay explores the transfer of explicit components of knowledge in manufacturing supply chains. The second essay investigates the cultivation of this knowledge into specific skills comprising supply chain competence, and draws comparisons between manufacturing and service contexts. The final essay develops the supply chain maturity concept, as defined by collaborative knowledge sharing across appropriate practices, and assesses impact in the evolving service-oriented supply chain context of Healthcare. Empirical investigation is based upon rigorously executed, international mail, telephone and innovative Internet surveys, and multivariate data analysis techniques such as multiple regression, structural equation modelling (SEM) and set correlation analysis. Implications for theory and practice are considered.

For further information please contact Adrian Done on ADone@iese.edu

