

AIM At Academy of Management Conference – Honolulu, Hawaii August 2005



At the recent Academy of Management Conference in Hawaii, AIM is proud to announce that several prizes were awarded to AIM Fellows and their colleagues.

Congratulations go to:

- Rick Delbridge, Senior AIM Fellow with Nicole Biggart - received the award for the best paper published in Academy of Management Review in 2004.
- Chris Huxham, Senior AIM Fellow and Paul Hibbert, AIM Research Fellow - received the "Rupert Chisholm Best - Theory to Practice Paper from the Organisation, Development and Change Division".
- Bill Starbuck, AIM International Visiting Fellow, was awarded an honour for lifetime scholarly contribution.
- Julian Birkinshaw, Senior AIM Fellow, was shortlisted with co-author Cristina Gibson for the Best Paper Award for Academy of Management Journal.
- AIM Research Fellow, Tina Chini was included in the Best Paper Proceedings with co-author B. Ambos.
- AIM International Visiting Fellow Aleda Roth was included in Operations Management Best Paper Proceedings with co-author Pedro Oliveira.

For further information please logon the AIM website on www.aimresearch.org or the Academy of Management website on www.aomonline.org/

AIM News: Professor Sir George Bain receives honorary degree

On the 10th June 2005, Professor Sir George Bain chair of AIM's executive steering committee received an honorary degree from Cranfield University. Sir George's honorary degree was presented to him by Professor Michael Osbaldston, Director of the Cranfield School of Management.

For more information about Professor Sir George Bain, please visit the AIM Website <http://www.aimresearch.org/gbain.html>

AIM Bids Fond Farewells to Associate Director Kathrin Moeslein and Portal Manager Laura Maxwell

AIM would like to offer best wishes and congratulations to two members of staff, Kathrin Moeslein and Laura Maxwell. We wish 'bon voyage' to Laura who will be starting a round the world trip at the beginning of September, and good luck to Kathrin Moeslein who will be taking up a professorship at Leipzig Graduate School of Management, also at the beginning of September.



Kathrin Moeslein

THANK YOU! I can hardly believe that 2 years have passed already. It only seems like yesterday that I arrived at AIM as innocent researcher. I have thoroughly enjoyed being part of the flourishing AIM community, its challenges, impressive growth and success. More than anything else it was the people I met that gave the colour and flavour to my time here.

It is those memories that will stay with me when I now join the HHL - Leipzig Graduate School of Management in Germany. How to strategically combine German humour with British efficiency will be the primary focus of my future research.

Track progress at www.hhl.de! Kathrin Moeslein (kathrin.moeslein@hhl.de)



Laura Maxwell

After over two years at AIM I will be leaving at the end of August to take the opportunity to travel for nine months. During my time at AIM I have been lucky enough to have been part of the AIM Website and Portal development team and will be keen to observe how this develops in the future. As part of the AIM Team I have really enjoyed the many opportunities and challenges of my role and wish the AIM Community the best for the future.

AIM is pleased to announce nine Ghoshal Fellows

AIM is pleased to announce the appointment of nine new AIM Fellows under the prestigious Ghoshal Fellowship Scheme. The Fellows, all of whom are mid career academics, have been selected from more than 50 applicants. The Ghoshal Fellowship scheme is named after late AIM Fellow Professor Sumantra Ghoshal, who sadly passed away in March 2004. The nine fellows are:

Dr. Simon Collinson, Warwick Business School - Dr. Collinson is a Senior Lecturer at Warwick Business School within the Marketing and Strategic Management Group.

Dr. Nick Bloom, London School of Economics - Dr. Bloom is a Research Fellow at London School of Economics within the Centre for Economic Performance.

Dr. Michael Jacobides, London Business School - Dr. Jacobides is Assistant Professor in the Strategic and International Management Group at London Business School.

Dr. Bruce Tether, Manchester Business School - Dr. Tether is a Senior Research Fellow at the Centre for Research on Innovation and Competition (CRIC) and a Senior Lecturer in Innovation and Technology Management at the Manchester Business School.

Dr. Robyn Thomas, Cardiff Business School - Dr. Thomas is a Senior Lecturer in Organisational Behaviour at Cardiff Business School.

Dr. Ammon Salter, Tanaka Business School - Dr. Salter is a Senior Lecturer in Entrepreneurship, Innovation, and Technology Management at Tanaka Business School.

Dr. Gerben Bakker, University of Essex - Dr. Bakker is a Lecturer in Management at University of Essex.

Professor Paula Jarzabkowski, University of Bath, School of Management - Professor Jarzabkowski is a Professor of Strategic Management at the School of Management, Bath University.

Professor Julia Balogun, Cass Business School – Professor Balogun is a Senior Lecturer in Strategy at Cass Business School.

For further information please visit the AIM website www.aimresearch.org

AIM Event: Successful Strategic Transformers: Global, National and Scottish Experience. University of Strathclyde Graduate School of Business – 9th November 2005 12.30 – 18.00

On the 9th November 2005 AIM will be holding a conference at the University of Strathclyde titled "Successful Strategic Transformers: Global National and Scottish Experience". This prestigious event is co-sponsored by both CBI Scotland and Scottish Enterprise.

The Conference will examine:

- Strategic Drift – a developing gap between a company's strategy and demands of a changing environment – is a common phenomenon: Can companies avoid it? And avoid the trauma of crisis-driven attempts to transform?

Confirmed speakers include:

- Professor Gary Hamel, World famous 'strategy guru'
- Professor Gerry Johnson, AIM Senior Fellow at Strathclyde University
- Professor George Yip, AIM Senior Fellow at London Business School
- Chris Masters, Chair of SMG PLC and Scottish Higher Education Funding Council
- Donald MacRae, Strategy and Finance and Chief Economist, Lloyds TSB PLC

For further information about this event, please visit the AIM website www.aimresearch.org, email AIM aimevents@london.edu or alternatively telephone 0870 734 3000

AIM News: AIM Fellow Chris Rowley Presents New Book Series

Asian Studies: Contemporary Issues and Trends.

Chandos Publishing has recently published the book series, 'Asian Studies: Contemporary Issues and Trends', with Chris Rowley as the Founding Series Editor. Asia has clearly undergone some major transformations in recent years and books in the series will examine this transformation from a number of perspectives: economic, management, social, political and cultural. They are particularly interested in books which focus on business and management issues.

Importantly, the series will examine both current developments and possible future trends. The series is aimed at an international market of academics and professionals working in the area and have been specially commissioned from leading authors. The objective is to provide the reader with an authoritative view of current thinking.

For further information please visit www.chandospublishing.com. For further details about Chris Rowley please visit www.aimresearch.org

AIM Event: Professor Jeffrey Pfeffer lectures at London Business School – 21st September 2005

The Advanced Institute of Management Research is delighted to announce that Professor Jeffrey Pfeffer will be giving two lectures at London Business School during his forthcoming visit to the UK as an AIM International Visiting Fellow.

Lecture 1 – The Dominance of Economic Theory and Its Effects: Self-Fulfilling Prophecies and the Effects of Theory

Wednesday 21st September, 14:45 - 16:30 - Lecture Theatre 1, Sainsbury Building, London Business School, Regents Park.

Geared towards an academic audience.

To register for Lecture 1 - please complete a booking form by clicking on the following link

<http://forms.london.edu/form.asp?id=3360>

Lecture 2 – Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management

Wednesday 21st September, 18:00 - 20:15 - Lecture Theatre 1, Sainsbury Building, London Business School, Regents Park.

Mixed business, policy and academic audience

To register for Lecture 2 - please complete a booking form by clicking on the following link

<http://forms.london.edu/form.asp?id=3347>

For further details about AIM and our programme of events please visit www.aimresearch.org Professor Jeff Pfeffer will also be holding Lectures at University of Strathclyde Graduate School of Business (23rd September - page 6 of this newsletter) and Cardiff Business School (3rd October).

CIMA Research Initiative – The Origination and Adoption of Management Ideas, Tools and Practices.

CIMA (The Chartered Institute of Management Accountants) is seeking proposals for its latest research initiative: the origination and adoption of management ideas, tools and practices. The initiative hopes to examine the impact on organisations and management accounting of the rise in the use of what are often labelled 'fads'. In considering the origins of management ideas and practices, motives for adoption, recognition and success, CIMA hope to advance awareness and understanding of how the finance area can introduce ideas and practices to manage organisations more effectively. CIMA is encouraging both academics and practitioners to apply for funding, and would also like to hear from companies who wish to be involved in case studies.

Organisational advisers, such as consultants, academia, business press and professional associations continue to advocate thinking, ideas and tools that are designed to explain and enhance organisational performance, but it is not always clear which most effectively do so.

When advising practitioners on the effectiveness of tools and techniques, there are key questions that need to be considered such as: How ideas or practices are discovered, evaluated and adopted by organisations and the finance function in particular; what problems do they intend to solve and do they solve them; why and how do ideas attract champions in organisations and whether a high level champion is essential to their success or failure; how are the benefits audited?

Some of the now widely adopted ideas and tools originated in the management accounting and finance areas – for example, rolling forecasts, ABC/M, shareholder value management, EVA™/CFROI-style methodologies, quality initiatives such as Six Sigma and TQM, business process engineering and the balanced scorecard.

CIMA has identified 4 key areas that could be covered by the research:

- Understanding the extent to which new ideas are successful.
- Identification of the cycle of development and introduction of new ideas.
- Improving understanding of the finance perspectives and processes used when adopting new ideas and tools.
- The next big ideas and where they originate.

The CIMA review panel will be chaired by Professor Michael Bromwich from the London School of Economics. Confirmed panel members include: Professor William Nixon, Dundee University; Professor David Otley, Lancaster University; Brian Peel, Financial Planning Manager at Coors Brewers Ltd and independent management consultant Mike Jeans.

Further information can be obtained from the CIMA website: www.cimaglobal.com and enquiries should be directed to the CIMA Technical team on +44 (0)20 8849 2220 or email: research@cimaglobal.com. The closing date for completed applications is 30 September 2005; short-listed applicants will be invited to present their proposals to the CIMA review panel in November 2005. Electronic applications are required.

AIM News: AIM International Visiting Fellow Presents New Book

A new book from Oxford University Press – "Think, Play, Do: Technology, Innovation and Organisation" - has been published by Mark Dodgson (AIM International Fellow), David Gann and Ammon Salter (AIM Ghoshal Fellow). It argues that the innovation process is changing profoundly. A new schema for innovation is proposed that includes thinking about the creation of new ideas and options, playing with them to see if they are practical, economical and marketable, and then doing: making the innovation real. This process is supported by a new category of technology called 'innovation technology', including simulation and modelling, visualization and rapid prototyping. The book includes numbers of company case studies, including P&G, Arup and GSK, and a diverse range of studies of the use of innovation technology, from the development of London's traffic congestion charge to the design of a new brassiere.

Details at: <http://www.oup.co.uk/isbn/0-19-926809-6>.

AIM News: Most Influential Articles of the International Journal of Operations Management

The International Journal of Operations Management is celebrating its 25th anniversary by publishing a special issue featuring the most influential articles published in the journal since its inception. Two of the six articles are connected with AIM - the first is by AIM Fellow, Professor Chris Voss.

C.A. Voss, Alternative paradigms for manufacturing strategy - *International Journal of Operations and Production Management, *1995 Volume: 15 Number: 4 Page: 5 - 16

The second by AIM Deputy Director, Professor Andy Neely:

A Neely, M Gregory, K Platts, Performance measurement system design: a literature review and research agenda, International Journal of Operations and Production Management, 1995 Volume: 15 Number: 4 Page: 80 - 116

All the authors have been asked to write an update on their article, which will be published later this year.

AIM News: AIM Research Fellow Wins Award

In June 2005 AIM Research Fellow Richard Adams of Cranfield School of Management, won an award for his PhD research. He was one of 11 winners of an Emerald Outstanding Doctoral Research Award. Applicants for the awards were asked to submit a synopsis of their research to one of 12 journals in a management subject related area. Richard's award was in the Leadership and Organization Development Journal.

The title of his submission (and the thesis on which it was based) was "Perceptions of innovations: exploring and developing innovation classification". His supervisors were Professor David Tranfield and Dr. David Denyer at Cranfield School of Management. Applicants were asked to submit a synopsis of their thesis not exceeding 1,000 words. Submissions for this award were made from applicants across the globe with winners and highly commended papers coming from Australia, Canada, Denmark, India, Ireland, New Zealand, Uganda, USA and the UK. Congratulations Richard!

For further information about Richard please visit the AIM Website: <http://www.aimresearch.org/radams.html>

AIM News: AIM IPGC Research Fellowships - Imperial College London (Tanaka Business School)

In collaboration with the University of Cambridge, Cranfield University, the University of Liverpool Loughborough University, and the Advanced Institute for Management Research (AIM)

Innovation and Productivity Grand Challenge AIM IPGC Research Fellowships (Competitive salary dependent on experience)

Applications are invited for up to ten Research Fellowships to work within the universities involved in the Innovation and Productivity Grand Challenge. IPGC is a major new collaborative research programme designed to explore the knowledge-to innovation (KTI) system in the UK and how it can be organised to operate more effectively. It is designed to develop high quality new research findings, methods and tools that can help to improve the performance of the KTI system at the regional, sectoral and national level. The research will involve close collaboration with users in industry and the public sector.

Successful candidates will be highly motivated and expected to work within an interdisciplinary team. They will have a strong grasp of social science and ideally an understanding of management disciplines. Members of the team will possess skills in quantitative and qualitative research methods, and display high calibre academic writing capabilities.

Appointments will be for up to 3 years and successful candidates will be employed by one of the participating universities. Much of the project will involve close working across institutional boundaries as part of a collaborative team.

Further details and an application form are available from: <http://www.imperial.ac.uk/tanaka/aboutus/jobopportunities> additional information can be found at <http://www.aimresearch.org/ipgcopp.html>

Closing date: 9 September 2005 (interviews to be held on 23 and 30 September)

Valuing diversity and committed to equality of opportunity.

AIM Events: AIM Fellow Involved in Conference in Australia

A seminar by Senior AIM Fellow, Professor Ian Clarke and Malcolm Kirkup, AIM Research Associate, at Monash University, Melbourne, Australia, hosted by the Consumers and Retail Research Unit and Australian Centre for Retail Studies, on 'Retail Restructuring and Consumer Choice: Long-term changes and consumer choice at the household level', Thursday 18 August 2005, (12.30 for) 1 pm - 2 pm, in preparation for AIM Project being conducted with Professor Harmen Oppewal (AIM International Visiting Fellow) in the UK during 2005-6.

Ian Clarke,

Senior Fellow, UK Advanced Institute of Management Research (AIM) and Professor of Marketing, Lancaster University Management School, UK

&

Malcolm Kirkup,

AIM Research Associate, Professorial Fellow and MBA Director Lancaster University Management School, UK

This novel three year study – funded by the UK Economic and Social Research Council (ESRC)– addressed the Competition Commission's concern over the importance of local competitive circumstances for consumer choice by replicating, 22 years on, a large-scale survey (conducted in 1980) in an 'average' situation (Portsmouth) – to provide a unique *consumer* perspective on the benefits/disbenefits of retail change. The survey was combined with in-depth qualitative studies of different households' uses and experiences of local retail provision. The presentation will outline our argument and findings, forthcoming in two papers in *Environment & Planning A* (Clarke *et al*, 2005; Jackson, *et al* 2005), which represent the backdrop to a large-scale follow-up project being conducted jointly with Professor Harmen Oppewal (Monash) during 2005-6.

Retail Restructuring and Consumer Choice: Long-term changes and consumer choice at the household level

Ian Clarke & Malcolm Kirkup

Abstract

Over the last two decades, fundamental changes have taken place in the global supply and local structure of provision of British food retailing. Consumer lifestyles have also changed markedly. Despite some important studies of local interactions between new retail developments and consumers, we argue that there is a critical need to gauge the *cumulative* effects of these changes on consumer behaviour over longer periods. We provide an overview of the changing geography of retail provision and patterns of consumption at the local level in Portsmouth, an area that typifies national changes in retail provision and consumer lifestyles. We outline the main findings of two large-scale surveys of food shopping behaviour carried out in 1980 and 2002; and reveals the impacts of retail restructuring on consumer behaviour. Initially, we focus on choice *between* stores at the local level using large-scale survey methods. We then explore choice *within* stores and how this relates to the broader spatial context. Drawing on the qualitative phases of the same three-year study, we aim to understand how the changing forms of retail provision are experienced at the neighbourhood and household level. The empirical material is drawn from focus groups, accompanied shopping trips, diaries, interviews and kitchen visits with eight households in two contrasting neighbourhoods in the Portsmouth area. The data demonstrate that consumer choice involves judgements of taste, quality and value as well as more 'objective' questions of convenience, price and accessibility. These judgements are related to households' differential levels of cultural capital and involve ethical and moral considerations as well as more mundane considerations of practical utility. Our evidence suggests that many of the terms that are conventionally advanced as explanations of consumer choice (such as 'convenience', 'value' and 'habit') have very different meanings according to different household circumstances. To understand these meanings requires us to relate consumers' at-store behaviour to the domestic context in which their consumption choices are embedded. Bringing theories of practice to bear on the nature of consumer choice, our research demonstrates that consumer choice *between* stores can be understood in terms of accessibility and convenience, while choice *within* stores involves notions of value, price and quality. We demonstrate that choice *between and within* stores are strongly mediated by consumers' household context reflecting the extent to which shopping practices are embedded within consumers' domestic routines and complex everyday lives. We conclude by summarising the implications of the work and sketch out our follow-up study.

For further information about Ian Clark please visit the AIM Website: <http://www.aimresearch.org>

AIM News: Ghoshal Fellow Nick Bloom New Project Launched at the Institute of Directors

Newly appointed AIM Ghoshal Fellow Nick Bloom has also had successes with fellow colleagues from London School of Economics when their recent study into measuring the "quality" of the layout of a shop floor, communication with workers or incentives for employees was launched at the Institute of Directors by Sir Howard Davies (Director LSE) with Charlie Bean (Chief Economist and Director of, the Bank of England).

The study is based on interviews with managers at more than 730 manufacturing companies, with a ranging number of employees from 50 to 10,000, in America, Britain, France and Germany. This study was included in the Economic Focus of The Economist in June 2005.

For further information please visit the LSE website: <http://cep.lse.ac.uk/management>

AIM Events: Delegate Feedback on Workshop 1 - 7th April 2005 - BAM/AIM Workshop on 'Introduction to Writing Research Grants'

The aim of this workshop series – funded jointly by BAM and AIM – is to continue to develop skills within the Business and Management community in writing proposals for funding by the research councils. Building on the success of similar events organised in 2004, the three workshops for 2005 have been geared respectively at providing a comprehensive introduction to grant writing (London, 7th April); providing advice from experienced tutors in cognate subject groups on draft applications of small grants (London, 26th May); and one-to-one advice for a smaller number of draft large grant applications (Lancaster, 22-23rd September). With the exception of a few places currently left on the last event, all three events are fully subscribed.

The first workshop held yesterday (7th April) in London attracted widespread interest from across the UK, with 73 delegates from 48 institutions attending the session. Delegates heard from Professor Andy Neely (Deputy Director of AIM) who provided an overview of the research councils and background political issues; Paul Rouse (ESRC) who gave a perspective from the main funding body; Professor Gerard Hodgkinson (Senior AIM Fellow and Leeds University Business School) who provided insights into the operations of the Research Grants Board of which he is a member; and Professor Paul Edwards (Senior AIM Fellow and Warwick Business School) who talked of his experiences as a successful grant applicant.

Feedback from the 1st Workshop event included:

- 'An engaging set of balanced presentations that covered many points, especially for the novice researcher. I particularly liked the tips. A very worthwhile day – thanks!'
- '...as a BAM member, I felt this to be good value for money!'
- 'Thank you for an extremely informative day. I have learned more today than I have done in a number of conversations with people who have submitted grant proposals'
- 'Excellent. I found this workshop most informative and useful. It was also most enjoyable. I am now building the confidence as a new research fellow, to apply for a small grant'.
- 'Well organised and managed. Excellent presenters who focused on key aspects and provided a balance between encouragement and appropriate 'caution'. I thoroughly enjoyed all aspects and am enthused to get on with it!'
- 'Really, really useful. I learned a lot from a zero starting point. Lots of excellent insights and a consistent message – thanks a lot'
- 'Very useful indeed! Very well organised in advance and on the day, a good opportunity to network, and professionally chaired – a nice upbeat event'

Suggestions for the future – Whilst the 2nd and 3rd Workshops in May and September will help to address delegates' search for more personal advice, the organizers will hold the following suggestions in mind for these and future events:

- Greater exposure to the experiences of grant holders – including early career successes and failed applications – as well as the possibility of holding a mock 'research grants board' event
- Regional staging of events to improve accessibility for younger researchers
- The need for institutions to improve their *internal* marketing of these events

Professor Ian Clarke – Workshop Convenor AIM Senior Fellow & Lancaster University Management School

For further details of any of the workshops, please contact Clare Saunders at the BAM office: csaunders@bam.ac.uk

AIM Event: University of Strathclyde Graduate School of Business – Jeff Pfeffer Lectures - Friday 23 September 2005

Jeffrey Pfeffer is the Thomas D Dee II Professor of Organisational Behaviour at Stanford University's Graduate School of Business and a world-renowned expert on management, leadership and human resources. He is the author of ten books, including the best-sellers *The Knowing-Doing Gap*, *Competitive Advantage through People*, and *The Human Equation*. In a career spanning four decades Professor Pfeffer has published more than 100 articles, and has developed ground-breaking ideas in such areas as power and politics in organisations, the role of human resources in developing competitive advantage, and the challenges of strategy implementation.

AIM and the University of Strathclyde Graduate School of Business are delighted to announce that Professor Pfeffer will be presenting two lectures on **Friday 23 September 2005**

Lecture 1 (for Academic/Research Student Audience) - Friday 23 September 2005

1400 – 1615 Court Senate Room, Collins Building

The Dominance of Economic Theory and Its Effects: Self-Fulfilling Prophecy and the Effect of Theory

Theory matters, because there are a number of mechanisms including norms for behaviour, the effects of language, and institutional designs based on theory that makes theory self-fulfilling. Economic theory has come to dominate the social sciences, but the effects of economic logic are not always benign. Empirical research on some implications of these ideas, as well as a research agenda, are described.

Lecture 2 (primarily for Business and general audience, but including Academics/Research Students)

1700 – 1900 Court Senate Room, Collins Building

Creating a high performance culture: Learning the right lessons

There is much confusion and misinformation about the source of both company and country success floating about, and the competitive position of the US has been vastly overestimated. In an intellectual capital world where what really matters, at least in developed economies, is innovation and employee engagement, there are some clear steps that can produce more competitive, and more compassionate places to work. Unfortunately, few companies or governments seem to be embracing the findings of a great deal of research.

Attendance is by free ticket only. To register for the lectures please complete a booking form by clicking on the following link: <http://www.gsb.strath.ac.uk/jeffreypfeffer/> or contact Val Turner (0141 553 6040, Valerie@gsb.strath.ac.uk)