

### AIM Research: Call For Services Mid Career Fellowships

The Economic and Social Research Council (ESRC) is inviting applications from eligible institutions for Mid-Career Fellowships focused on services research, through the Advanced Institute of Management Research (AIM).

The mission of AIM is to increase the contribution of, and future capacity for, world class research on management. Mid-career fellows will be expected to support this mission by personally carrying out a programme of research that meets internationally understood academic standards, whilst actively engaging practitioners in all phases of their activities and offering workshops and development opportunities for other scholars.

This new round of Fellowships will complement the existing AIM Fellows by increasing research coverage of relevant issues in the area of services. While all areas of the service economy and its connectivity to manufacturing are eligible for research through an AIM Fellowship (other than public services), the ESRC would particularly welcome applications on retailing, wholesale and retail financial services, and creative industries. Given the rise of the service sector is a global phenomena international comparative studies will also be particularly welcome.

Funding is available to support six Fellows for a period of two years. With emphasis on research *on* management (rather than *in* management), applications are invited from all relevant disciplines, including management, economics, psychology and sociology.

Applications must be from researchers based at UK Higher Education Institutions and other Research Institutes eligible for ESRC funding.

The closing date for all applications is 31<sup>st</sup> October. It is anticipated that first projects will commence in October 2008. There will be **'Information Seminars'** for potential applicants held on **26<sup>th</sup> September** at 10.00am at the AIM Office in London and on **13<sup>th</sup> September** at the British Academy of Management conference in Warwick.

For further information and a copy of the full call (the call will be available on 4<sup>th</sup> September), please see the AIM Website on <http://www.aimresearch.org/overviewnews.html>

### AIM Research at the British Academy of Management Conference, Warwick, September 2007

AIM Research will be hosting two sessions at this years BAM conference at Warwick Business School on the 11<sup>th</sup> – 13<sup>th</sup> September 2007.

#### AIM Session 1: Some Conclusions from Phase 1 and the Research Agenda for Phase 2. Wednesday 12<sup>th</sup>, 1-2pm, Tiered Lecture Theatre, Scarman

Professor Robin Wensley together with some of the AIM Fellows, will review some of the conclusions coming out of the Phase 1 programme of AIM research particularly in the context of the issues raised in the previous book "The Exceptional Manager". He will also introduce a discussion about how it is planned to develop both the AIM research agenda and the operation and activities of AIM itself in the second phase to run until 2011.

#### AIM Session 2: AIM/ESRC Q and A session on the Call for Mid Career Fellowships on Services. Thursday 13<sup>th</sup>, 10.30-11.30, Lecture Theatre 6, Scarman

A specific Q and A session to address questions either from those potential candidates or those who may wish to nominate or encourage applications with respect to the current call which has a closing date on 31<sup>st</sup> October 2007.

### AIM Research Presence at the Scottish Partnering Forum

AIM Senior Fellow, Professor Chris Huxham and AIM Executive Advisor, Ian Tough, attended the meeting of the Scottish Partnering Forum - Steering Group hosted by the Scottish Executive in Glasgow on 16th August. The Scottish Executive are keen to encourage the Forum's activity in providing supply-side support for Scottish based businesses, including small firms, particularly in working through the reforms proposed in the McClelland Review of Public Procurement in Scotland. A database of case studies in business partnering, collaboration and alliancing is being hosted by Competitive Scotland on behalf of the Scottish Partnering Forum. The database will be publicly accessible, providing a free 'how to' resource for businesses of all sizes.

The next meeting of the Steering Group will be hosted by BT in Glasgow on 27th November. For further information please contact Professor Chris Huxham on [chris@gsb.strath.ac.uk](mailto:chris@gsb.strath.ac.uk)

### AIM IPGC Fellow Erik Stam Appointed as Associate Editor of Small Business Economics

AIM IPGC Fellow Erik Stam ([University of Cambridge](http://www.cam.ac.uk)) has recently been appointed as a member of the editorial board of [Small Business Economics](http://www.blackwell-synergy.com/doi/full/10.1111/j.1467-9892.2007.00481.x), one of the leading journals in the field of entrepreneurship studies.

For more information please contact Erik Stam, [fcs28@cam.ac.uk](mailto:fcs28@cam.ac.uk)

### Mastering Business Practice

Opportunities, Challenges, Future Prospects

A Two Day International Conference  
6 & 7 September 2007

Melia White House Hotel, London, UK



How do companies continue to grow and sustain their **competitive advantage**?  
How do core business practices in **engaging employees** and **delivering effective customer service** make a difference?  
Who might be the winners and losers and what are the **leadership challenges**?

If these questions sound interesting, and you want to know more about ways in which promising organisation and management practices affect organisational productivity, innovation and competitiveness, this event is for you. Especially, if you are an executive in or dealing with organisations in Financial Services, Management Consulting and BioPharmaceuticals, then you may want to participate in this unique GNOSIS event. The Mastering Business Practice conference will disseminate cutting edge research and will link practice and theory, and provide new insights through an interactive set of discussions, led by industry participants, motivated and moderated by Thought Leaders.

The research programme brought together a strong group of over 30 International researchers across 9 countries who have engaged 30 organisations (in banking, biopharmaceuticals and management consultancy) to provide a systematic analysis of some 60 management and organisational practices to provide new insights on:

**The nature and configuration of management and organisational practices**

**The way practices evolve and reconfigure to support the development of dynamic capabilities**

**The contribution of business practices to organisational growth, innovation and competitiveness.**

Keynote speakers include:

**Professor Chris Argyris** - Chris is a Director of Monitor and Professor Emeritus at Harvard Business School. He is known for his seminal work in the area of Organizational Learning and Actionable Knowledge.

**Professor Stephen Turner** - Stephen is Graduate Research Professor of Philosophy and Courtesy Professor in the Department of Management at the University of South Florida. He is known for his seminal work on the social nature of practices and the role of knowledge in organisations.

**Mr Subhanu Saxena** - Subhanu is CEO, President of Novartis UK. Beyond leadership experiences in the Pharmaceutical sector he also has work experience as an executive in the management consulting and banking sectors.

Full details of the conference programme and registration instructions can be found at

<http://www.gnosisresearch.org/events/index.php>



### New Report on Innovation in Experiential Services

AIM Senior Fellow Chris Voss and AIM Research Fellow Leonieke Zomerdiijk, both working at London Business School, have published a report on service innovation. In "Innovation in Experiential Services - An Empirical View", they address how experiential service providers innovate. Experiential services focus on the experience of the customer when interacting with the organisation, rather than just the functional benefits following from the products and services delivered. The authors studied the design processes and principles of a range of experiential service providers, design agencies and consultancies in the UK and US. They observed that experiential services are often designed from the perspective of the customer journey rather than as a single product or transaction; the service is seen as a journey that spans a longer period of time and consists of multiple components and multiple touch points.

The journey perspective implies that a customer experience is built over an extended period of time, starting before and ending after the actual sales experience or transaction. Another finding from the research is that innovation takes place in five distinct design areas that influence the customer experience: the physical environment, the service employees, the service delivery process, fellow customers and back office support. It also reveals that many innovations are driven by detailed insights into customers. Finally, the authors conclude that although both product and process innovation were observed, significant innovation came from incremental process innovation. The report is available to download at

<http://www.aimresearch.org/publications/experiservices.pdf>

For more information, please contact Professor Chris Voss at [cvoss@london.edu](mailto:cvoss@london.edu).

### AIM Involvement on DTI report 'Innovation in Services'

AIM Senior Fellow Professor Chris Voss and AIM Research Fellow Dr Leonieke Zomerdiijk have written a report on innovation in experiential services based on their AIM Research. The report is published by the DTI as part of a larger report on Innovation in Services.

The report was launched in June 2007 and includes chapters from other AIM Fellows. Professor Chris Voss and Dr Leonieke Zomerdiijk's research can be found in Chapter 4. Senior Fellow Professor John Bessant and AIM Innovation Fellow Dr Andrew Davies have written chapter 3. AIM Ghoshal Fellow Professor Bruce Tether has completed chapters 2 and 5.

To view the report please visit <http://www.dti.gov.uk/files/file39965.pdf>

AIM Research / Strathclyde Business School - International Speaker Seminar - Saturday 20th October 2007, London

**Two Lenses on Time, Organization and Networks: Path Dependency and Tradition**

Jörg Sydow Freie Universität Berlin, AIM International Visiting Fellow and Paul Hibbert University of Strathclyde, AIM Research Fellow

**PAPER DETAILS**

**Jörg Sydow**

**Emergence and planning in (inter)-organizational path dependency: The case of the Berlin-Brandenburg optic technologies cluster**

Much research on regional business clusters refers to path dependency as a central feature in the evolution of cluster structures. In many cases, however, little is known about the processes and mechanisms underlying path dependency, and about the factors involved in breaking path dependency. This paper explores the optic technologies cluster in the German region of Berlin-Brandenburg as an example of long-term cluster development that is driven by elements of both emergence and planning. Using the core concepts of the structuration perspective, the paper discusses the fundamental ambivalence in the processes and outcomes of path dependency, both at the level of the cluster and its constituent networks.

**Paul Hibbert**

**Tradition in Collaborative contexts: Patterns, purpose and passivity**

In this paper the role of one such factor, tradition, is considered in order to provide some insight on the temporal character of difficulties in collaborative processes. The role of tradition in collaboration is considered in connection with knowledge, in relation to two established areas of extant research. Firstly, a body of work addressing tradition and knowledge describes the persistence of tradition as a basis for interpretation, and thus its connection with the constitution of knowledge. Secondly, established literature focussed upon collaboration and knowledge conceptualizes interorganizational collaborations as sites of potentially conflicting understandings and interpretations of knowledge. However, there is no extant research that investigates the overlaps and linkages between these two areas. It is this gap that the paper addresses, through qualitative research in three collaborative situations; insights about the modes of carriage of tradition in knowledge, in collaborative contexts, are derived and implications for the process of collaboration are discussed.

If you are interested in attending this event please contact Claire Fitzpatrick, AIM Press and Communications Officer on [claire.fitzpatrick@wbs.ac.uk](mailto:claire.fitzpatrick@wbs.ac.uk). PLEASE NOTE THIS IS A SATURDAY EVENT!

**Professor Chris Huxham – Managing to Collaborate in Canberra**

Professor Chris Huxham was a keynote speaker at the ANZSOC (Australia and New Zealand School of Government) conference in Canberra on 29 June, "Managing to Collaborate". The audience was principally senior civil servants from Aus and NZ - about 350 of them. The presentation, which was based upon her AIM research about managing collaboration across organizations, this complimented the other keynotes which were mostly by very senior civil servants talking about their experiences of collaborating. The presentation was well received and found to be of important practical value.

Chris also spoke at a seminar in the "Secretary's special seminar series for the Department of the Prime Minister and the Cabinet".

For further information please contact Professor Chris Huxham on [chris@gsb.strath.ac.uk](mailto:chris@gsb.strath.ac.uk)

**"Shoppers Want More Choice Than Just Tesco, Finds AIM Research"**

Research by a Lancaster-led team on shopper satisfaction with local retail store choice attracted huge interest at a workshop held in London on Friday 15th May 2007. Over 65 delegates attended from a wide range of organisations, including the UK Competition Commission, the Office of Fair Trading, Tesco, Spar UK, and various planning and consumer bodies.

The release of the findings is timely, given the Competition Commission's forthcoming report of their investigation into the grocery industry, within which the impact of local competition on consumer choice has been a key issue. The research team were previously invited by the Commission to give evidence on the issue of 'local choice' that fed into their emerging thinking, but the new study – carried out in March and April this year – provides significant new insights into how shopper satisfaction is affected by retail provision, and the range, type and brands of stores that are available at the local level.

The research, led by Ian Clarke, AIM Senior Fellow and Professor of Strategic Management and Marketing at Lancaster University Management School, has been carried out in collaboration with AIM Associate Malcolm Kirkup (Birmingham University Business School) and AIM International Visiting Fellow Professor Harmen Oppewal (Monash University, Australia).

Speaking on behalf of the research team, Ian Clarke said: "We were taken aback by the level of interest in our work, which has struck a chord. Consumers want variety of provision, not just multiple stores of the same supermarket chains, like Tesco, and smaller stores close to where they live. In some neighbourhoods, we found choices were acutely constrained by accessibility and the lack of local competition". "Regulators need to react to this unequivocal new evidence in order to safeguard consumer welfare," Professor Clarke said.

A copy of the Report can be downloaded from the Competition Commission website at:

<http://www.competitioncommission.org.uk/inquiries/ref2006/grocery/index.htm>

(under the Evidence section headed 'Advanced Institute of Management Research: Local Choice Report')

**AIM Event: The Experience of British Corporate Partnerships in China: Who is Learning What? And Why Does it Matter? 27th September 2007 - CBBC Offices, London**

This evening seminar will present findings from a long-running study of partnerships, joint-ventures and alliances between Western multinational firms and their Chinese counterparts in China. The research has focused on collaborative innovation to understand the current scope and future implications of joint product or process development projects, technology-sharing, training and joint-learning activities within these partnerships.

Practical lessons regarding the benefits and challenges of the China market and the management of local alliances have emerged from the research. The study, involving the largest survey of its kind of British firms in China, also provides insights into the strategic management of core assets, capabilities and knowledge in global firms, and the restructuring of multinational value chains in the face of the China challenge.

Chair: Sir David Brewer, Chairman of the CBBC (TBC)

Speaker: Dr Simon Collinson, Professor of International Business and Innovation, Warwick Business School, The University of Warwick and Lead Ghoshal Fellow, the Advanced Institute of Management (AIM) research.

If you would like to attend this event, please complete and return the following form to June Waidson ([june.waidson@cbbc.org](mailto:june.waidson@cbbc.org)) by Friday, 21 September 2007.

Please see AIM website for further information <http://www.aimresearch.org/20070927.html>

**Organization Studies - Special Issue. 'Organization Studies as Applied Science: The Generation and Use of Academic Knowledge about Organizations' - Short Call for Papers**

**Guest Editors:**

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

**Deadline: 30<sup>th</sup> November 2007**

The academic community has long been concerned about the nature of knowledge produced in management and organization theory and its application to practice. Increasingly, these concerns have led to calls for management scholars to develop research designs that can operationalize the relationship between management knowledge and practical action empirically. For example, research councils fund research that incorporates practitioners in the design of the research, not only in the dissemination of its results, while professional doctorates have also grown to satisfy the knowledge production and consumption needs of practising professionals. While much existing empirical research is based on ontological assumptions that academic knowledge precedes practical action, for example examining the extent to which current academic knowledge is relevant to practice, increasingly research is being designed with specific regard for the nature and objectives of co-produced knowledge and the different ways that it is consumed by different audiences. This Special Issue (SI) seeks to address the relationship between academic theory and practical action in novel ways that can address the different assumptions underlying knowledge production and consumption.

The SI arises from the Third Organization Studies Summer Workshop, 7-9 June 2007, Crete, Greece. While we anticipate submissions from Workshop participants, participation in the Workshop is not a condition for submission to the Special Issue. Both theoretical and empirical papers are welcome 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:

1. Epistemological issues concerning what counts as valid knowledge (including aspects such as truth, objectivity vs. subjectivity, etc.);
2. Methodological issues about how valid knowledge is generated;
3. Praxeological issues about how valid knowledge is used in practice;
4. Sociological issues regarding the social settings in which academic knowledge is produced and the forms that knowledge traffic between academics and practitioners takes; and
5. 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.);
6. Learning in terms of teaching management students; how and why understanding the relationship between knowledge production and consumption might inform our teaching practices.

We encourage contributors to go beyond a high level restatement of the issues of various modes of research, and to ensure that their treatments provide examples that jointly address the topics of practice and theory and provide a rich context for discussion and debate.

**Submissions**

To be considered for publication, papers must be electronically received by 30 November 2007. Please submit papers as email attachments (Microsoft Word files only) to the Editor-in-Chief ([OSeditor@alba.edu.gr](mailto:OSeditor@alba.edu.gr)), indicating in the email the title of the Special Issue. The Special Issue is scheduled for publication in the last quarter of 2009. For further information and the full call for papers, please go to [www.egosnet.org/os](http://www.egosnet.org/os).

**The Evidence-Based Collaborative. Carnegie Mellon University, Pittsburgh, June 2007.**

Scholars and practitioners from North America and Europe gathered at the first meeting of the Evidence Based Collaborative, hosted by Denise Rousseau and sponsored by the Academy of Management and Carnegie Mellon University's Tepper School of Business and the Heinz School of Public Policy and Management. Five delegates travelled from the UK to participate, including three with connections to AIM: Richard Adams, David Denyer and Pietro Micheli, all of Cranfield School of Management. Also from the UK were Professor Rob Briner of Birkbeck College, University of London and Tom Clark of John Wiley and Sons, the publishers of on-line evidence-based information in medicine, education and criminal justice. Other participants included representatives from the Academy of Management Board of Governors and Divisions, academics, and management practitioners.

The principal objective of the collaborative is to make available and encourage the broader use of the evidence base in management practice through the provision of summaries of research evidence in accessible and digestible forms, readily usable by practitioners and educators. This may lead to the establishment of a collection of research findings, systematic reviews, and other syntheses of evidence relating to management practice similar to the Cochrane Library, the repository for independent evidence to inform healthcare decision-making (<http://www.cochrane.org/index.htm>).

At this, the first of three planned conferences, delegates considered the nature of evidence, the practice of evidence-based management, lessons from other fields and the design challenge in enabling evidence-based management. In presentations that reflected on their research and experience in evidence-based management, research synthesis and systematic review, David Denyer and Rob Briner made a valuable contribution. The collaborative is a timely initiative, offering researchers the opportunity to build such recent work and coincides with research councils' current interest in business engagement.

The next meeting of the collaborative is planned for January 2008, anyone interested in attending (academic or practitioner) should contact Denise Rousseau ([denise@cmu.edu](mailto:denise@cmu.edu)). Details can be found at: [http://wpweb2.tepper.cmu.edu/rfang/ebm\\_conf/index.html](http://wpweb2.tepper.cmu.edu/rfang/ebm_conf/index.html)

**AIM Capacity Building Workshop - 'Building Theory from Qualitative Data: An Introduction'****Tuesday, 13th November 2007, 1-5pm, Venue: London - TBC**

Addressing the importance of theory building in qualitative research, this half-day workshop offers an introduction to qualitative data analysis that has as its goal theory development or theory extension. In the first part of the workshop, AIM International Visiting Fellow, Professor Sally Maitlis (Sauder School of Business, University of British Columbia – see biography below) will draw on her work on sensemaking and on emotion in organizations to identify some of the common challenges that researchers face in trying to analyze and publish inductive research. In the second part, participants will work in small groups to code a piece of data, use these codes to build categories, and collaboratively work towards the development of a preliminary theoretical model.

This introductory workshop is aimed at researchers with relatively little or no experience in qualitative research. In particular, it is suitable for those interested in gaining an appreciation of the nature of theory building research, and in taking the initial steps in coding qualitative data with a view to theory development. A small amount of pre-workshop preparation will be required.

Closing date for registration: 30<sup>th</sup> October 2007

**Like to Attend?**

Please email or call AIM Press and Communications Officer, Claire Fitzpatrick at: AIM Research, 4th Floor, Stewart House, 32 Russell Square, London, WC1B 5DN. Tel: 0870 734 3000; DD: 020 7862 8514; Fax: 0870 734 3001. Email: [claire.fitzpatrick@wbs.ac.uk](mailto:claire.fitzpatrick@wbs.ac.uk)

Please note: attendance will be limited to c.30 people and places will be allocated on a first-come first serve basis.

**Biography of Professor Maitlis**

Sally Maitlis is an Associate Professor of Organizational Behaviour at the Sauder School of Business, University of British Columbia. She received her undergraduate degree in Psychology from University College London and her PhD from the University of Sheffield. Her research falls into two main streams: 1) the social and political aspects of organizational sensemaking and decision making processes, and 2) emotion in organizations, with a particular interest in narrative and discursive approaches to emotion. She is also carrying out research at the intersection of these two areas. Most of Sally's work is qualitative, closely observing individual, team and organizational processes as they unfold in real time, and analyzing these processes through talk and text.

She is an Associate Editor of Non-Traditional Research at the Journal of Management Inquiry, and is on the editorial board of the Academy of Management Journal and Organizational Studies. Her work has been published in a variety of journals, including the Academy of Management Journal, American Behavioural Scientist, Journal of Management Studies, Journal of Organizational Behaviour, MIT Sloan Management Review, Organizational Science and Organization Studies.

Sally is working with AIM Senior Fellow, Ian Clarke, and AIM Research Fellow, Ellen Pruyne on a study of collective sensemaking in top management teams, examining the processes through which senior executives collectively interpret and explain their organizations and environments during a period of significant change.

For further information regarding Professor Sally Maitlis please contact Professor Ian Clarke at [i.m.clarke@lancaster.ac.uk](mailto:i.m.clarke@lancaster.ac.uk)

### AIM Senior Fellow Professor Lynda Gratton Wins Award For Best Published Research

AIM Senior Fellow Professor Lynda Gratton and colleague June Boyle has won the AESC 11th annual Award honouring the best published Research on Leadership and Corporate Governance, for their article "Reflections on Change", which was published in the CriticalEYE Review in July, 2006.

The AESC is the global Association of Executive Search Consultants ([www.aesc.org](http://www.aesc.org)) which represents the leading retained executive search firms worldwide. Its core mission is to promote the highest professional standards in executive search consulting, broaden public understanding of retained executive search and serve as an advocate to defend the interests of its member firms.

Professor Gratton will be collecting her award at the AESC Annual European Conference on 15<sup>th</sup> November 2007 in Milan, Italy.

For further information please contact Professor Gratton on [lgratton@london.edu](mailto:lgratton@london.edu).

### AIM Fellows Launch New Book 'Strategy as Practice'

Strategy as Practice: Research Directions and Resources

AIM Senior Fellow Gerry Johnson - Lancaster University, AIM International Visiting Fellow Ann Langley - HEC Montreal Canada, Leif Melin Jönköping International Business School – Sweden, Richard Whittington – University of Oxford

Research in strategy has shifted significantly towards strategy as something organizations have, rather than strategy as something that managers do. The activities of the people who actually manage and develop organizational strategy have become marginalized. Strategy as Practice argues the reverse: that research on strategy needs to take seriously what strategists do and the effects of what they do. Written by a distinguished team of researchers and educators, the book sets out a research agenda, provides guidelines on theoretical perspectives and alternative methodologies for research on practice as well as commentaries on published illustrative papers that exemplify the practice perspective. Strategy as Practice will be essential reading for doctoral students, researchers and academics who wish to understand or undertake research in this important field of management research.

### AIM Research: Announces Two New Workshops

#### Workshop 1: Planning International Collaborative Research – December 2007. University of Bath.

International collaborative research can sometimes be the success or failure in research projects, the Advanced Institute of Management Research (AIM) is holding a workshop which aims to address problems and pitfalls of collaborative research, and will provide hands on experience in managing projects where international collaboration is key. This workshop is aimed at leaders of small to medium size international collaborative projects which are at the proposal or design stage. The day will be divided so that a small group of researchers will participate in an intensive workshop, with presentations, group work and advice from leading researchers, to develop and refine their research project and plan its implementation.

#### Workshop 2: Co-Production Research 'Planning for Impact' – February 2008. Birmingham.

Co-production research can place much greater demands on the social and political skills of researchers than other forms of research. Often, researchers engaged in co-production have little or no experience of working in organizations outside academe, and yet they can be required to interact with practising managers in ways and settings where poor performance can lead to significant practical and reputational problems. This workshop is aimed at leaders of co-production projects which are at the proposal or design stage, or very early on in their implementation.

For further information will be circulated shortly or please contact Claire Fitzpatrick on [claire.fitzpatrick@wbs.ac.uk](mailto:claire.fitzpatrick@wbs.ac.uk)

### AIM Senior Fellows research cited by policy makers

AIM Senior Fellow Professor Jonathan Haskel's paper "What Happened to the Knowledge Economy? ICT, Intangible Investment and Britain's Productivity Record Revisited", is research work on the UK productivity growth record, innovation and knowledge economy, has been cited as below:

1. The results were quoted by Chancellor Alastair Darling in his first speech as Chancellor, London Business School, 25th July 2007 - [http://www.hm-treasury.gov.uk/newsroom\\_and\\_speeches/press/2007/press\\_85\\_07.cfm](http://www.hm-treasury.gov.uk/newsroom_and_speeches/press/2007/press_85_07.cfm)
2. Lead article and box in the Britain section in The Economist, 2nd August 2007  
[http://www.economist.com/world/britain/displaystory.cfm?story\\_id=9597461](http://www.economist.com/world/britain/displaystory.cfm?story_id=9597461) and  
[http://www.economist.com/world/britain/displaystory.cfm?story\\_id=9601016](http://www.economist.com/world/britain/displaystory.cfm?story_id=9601016)
3. Article by Chris Giles, Financial Times, July 26 2007  
<http://www.ft.com/cms/s/cac6bb0a-3b8a-11dc-8002-0000779fd2ac.html>

To read the paper in full please visit - <http://www.econ.qmul.ac.uk/papers/wp/WP603.HTM>, or for further information please contact Professor Jonathan Haskel on [j.e.mcsweeney@qmul.ac.uk](mailto:j.e.mcsweeney@qmul.ac.uk)

### Update on the AIM Capacity Building Programme

AIM is continuing its programme of capacity building activities and events. The table below summarises some activities from October onwards 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](http://www.aimresearch.org)) or contact Esme Foster, AIM Operations Manager ([Esme.Foster@wbs.ac.uk](mailto:Esme.Foster@wbs.ac.uk)).

| <i>Focus of Activity</i>   | <i>Date</i>                            | <i>Venue</i>                        | <i>Type of activity</i>         | <i>Organiser</i>                          |
|--|--|-------------------------------------|---------------------------------|---|
| <b>Autumn 2007</b>   |  |                                     |                                 |   |
| RDI regional critical literature reviewing workshop 2  | 9th, 11th, 16th, 18th October          | Cardiff, Leeds, London, Strathclyde | second in three-workshop series | Mike Wallace                              |
| RDI research methods workshop 6: project design and proposals, supporting part-time students | 23rd October                           | London                              | sixth in a six-workshop series  | Emma Bell, Caroline Gatrell, Mike Wallace |
| RDI regional critical literature reviewing workshop 3  | 27th, 29th November, 4th, 6th December | Cardiff, Leeds, London, Strathclyde | third in three-workshop series  | Mike Wallace                              |
| RDI systematic literature reviewing workshop 1   | 10th, 11th December                    | London, London (repeat)             | first in three-workshop series  | Colin Pilbeam, David Denyer, Mike Wallace |
| <b>Spring 2008</b>   |  |                                     |                                 |   |
| RDI systematic literature reviewing workshop 2   | 27th, 28th February                    | London                              | second in three-workshop series | Colin Pilbeam, David Denyer, Mike Wallace |
| RDI systematic literature reviewing workshop 2   | 14th, 15th May                         | London, London (repeat)             | third in three-workshop series  | Colin Pilbeam, David Denyer, Mike Wallace |

Note: RDI workshops are funded through the ESRC Researcher Development Initiative ([www.rdi.ac.uk/index.asp](http://www.rdi.ac.uk/index.asp)).

### Managing the Training of Researchers as Trainers: New Capacity Building Award for AIM

A successful proposal for funding under Round 3 of the ESRC Researcher Development Initiative (RDI) was submitted on behalf of AIM by Professor Mike Wallace, Associate Director for Capacity Building. The new award complements AIM's existing RDI 'training trainers' grant. It has a more strategic focus on *managing* the training of researchers in their secondary role as trainers of the next generation. This new programme of activities represents a further development of the joint plan for building UK management research capacity developed by AIM and the British Academy of Management (BAM).

The new AIM programme will run throughout 2008 and 2009. It has four components:

1. A conference for deans and directors of research on managing research training, which will introduce the other components of the programme;
2. Four workshops for mid career and senior staff on importing new research methods, managing the development of research training and doctoral supervision; training early career researchers to write research proposals, and training early career researchers in how to get published in academic journals;
3. The further development of AIM's e-learning materials for postgraduate and doctoral students on aspects of the 'logic of enquiry' for postgraduate and research students;
4. A targeted initiative for collaborative groups of business of management schools to provide 'training trainers' workshops for early career researchers on research student supervision and co-publishing; postgraduate and doctoral research methods training; critical literature reviewing, and quantitative methods training.

More details of these activities will be made available in due course through subsequent newsletters, the AIM website, and email alerts.

### Successful Strategic Transformers

At the end of July AIM Senior Fellow Professor Gerry Johnson addressed an audience of 400 CapGemini consultants at their La Fontaine Training Headquarters in Chantilly, France. Speaking on the theme of strategic change, he drew on emerging findings from the AIM projects on Successful Strategic Transformers and the research on strategy workshops.

For further information please contact Professor Gerry Johnson on [gerry.johnson@lancaster.ac.uk](mailto:gerry.johnson@lancaster.ac.uk)

## News from Academy of Management Conference 2007 Philadelphia

### AIM Senior Fellow Elena Antonacopoulou Appointed as the New Chair of the American Academy of Management's Practice Theme Committee



Elena Antonacopoulou, AIM Senior Fellow and Professor of Organisational Behaviour at the university's Management School has been appointed as the new Chair of the American Academy of Management's Practice Theme Committee, with effect from August 2007. Her new role will involve her leading a group of scholars, practitioners and policy makers at the Academy looking for ways to deliver management research that has impact. Her appointment is testament to the value of the AIM research she has been leading on practice involving an international team of 30+ researchers exploring the nature of management and organisational practices across 9 countries and involving some 30 organisations across 3 sectors - Banking, Bio-Pharma and Management Consulting. Elena is delighted by the opportunity to serve the international community in this new role and to continue to build on strategic initiatives that she has previously been involved in during her three year (2000-2003) service on the Board of Governors and five year (1999-2004) service as Chair of the Management Education and Development Division of the Academy.

For further information please contact Laura Brough on [l.brough@liverpool.ac.uk](mailto:l.brough@liverpool.ac.uk) or call 0151 795 3725

### Professional Development Workshop at the Academy of Management Conference 2007 Philadelphia on the theme: "Bringing Practice Back into our Scholarship"

Organized by Elena Antonacopoulou AIM Senior Fellow, Daniel Geiger AIM Research Fellow, and Tom Cummings Past president of the Academy of Management, a Professional Development Workshop (PDW) dedicated to the theme of Practice Theory and Research was held at the AoM conference. With more than 100 participants, 6 prominent speakers and 15 facilitators, the workshop was a great success and demonstrated the growing importance of practice related research in the European and the US context as well. The workshop was divided in 2 sections, the first one focusing on theoretical and methodological challenges in doing practice research, where Jean Bartunek, Mike Reed and Wanda Orlikowski presented their understanding of the strength of the practice perspective. The second part focused on the relationship between research and teaching and highlighted how a practice perspective can help explore further the learning mechanisms that can support the development of impactful and actionable knowledge. Insights were presented by Joe Raelin, Denise Rousseau and Russ Vince. The round table discussions generated a number of themes that reflect the interest in this growing field and the need for more initiatives of this kind in the future. Participants in the PDW enjoyed lunch sponsored by the HAY Group and a drinks reception sponsored by SAGE – Management Learning Journal. Mr Brian Langham, Director at HAY Group provided some opening remarks about the importance of collaborative research that engages practitioners rethinking their practice and events like the PDW where a clear opportunity to do that. Materials from the PDW will be available in the AoM Website under the Practice Theme Committee which will be charged with developing these ideas further Academy wide.

For further information please contact Laura Brough on [l.brough@liverpool.ac.uk](mailto:l.brough@liverpool.ac.uk) or call 0151 795 3725

### AIM Research Fellow Dr Shameen Prashantham Wins Carolyn Dexter Award at AoM

AIM Research Fellow, Dr Shameen Prashantham (University of Glasgow) presented a paper at the 2007 Academy of Management conference that won a nomination for the prestigious Carolyn Dexter Award given to the paper that best meets the objective of internationalizing the Academy of Management. Co-authored with AIM International Visiting Fellow, Professor Steven W Floyd (University of St Gallen), the theoretical paper is entitled "Internationalization Routines and Capability Learning in New Ventures". The paper combines conceptual work from Shameen's doctoral work on internationalization and AIM post-doctoral work on strategizing with Professor Gerry Johnson.

An excerpt of the abstract: We deepen understanding of how new ventures' internationalization routines contribute to capability learning by drawing upon the distinction between micro aspects of such routines and specifying their differential learning outcomes. Our central argument is that variability in the performative aspect (specific actions) of routines is associated with new capability development, whereas variability in the ostensive aspect (abstract pattern) of routines is associated with existing capability improvement. We show how everyday routines can result in capability learning, thus providing a finer grained explanation of international new ventures' experiential learning than in prior research.

For further information please contact Dr Shameen Prashantham on [s.prashantham@lbss.gla.ac.uk](mailto:s.prashantham@lbss.gla.ac.uk)

### AIM Deputy Director Professor Andy Neely Chaired Panel on Performance Management

AIM Deputy Director, Professor Andy Neely, chaired and spoke on a panel - Performance Measurement: Approaches for Identifying Whether You are Doing Well by Doing Good. Other speakers included Professor Robert Kaplan, Harvard Business School; Professor Rajiv Banker, Fox School of Business and Professor Christine Petrovits, Stern School. The panel was chaired by Professor Chris Ittner of Wharton. Organized by AIM Scholar, Dr Veronica Martinez, over 100 people attended the session.

## News from Academy of Management Conference 2007 Philadelphia (continued)

### AIM Research Fellow Dr Paul Hibbert, Wins Award for the CMS Group Best Paper Award

AIM Research Fellow Dr Paul Hibbert, won the award for the CMS Group Best Paper Award for his paper 'From Purpose to Passivity: Tradition and Knowledge in Interorganizational Collaboration'. An abbreviated abstract below:

As a process, interorganizational collaboration has been argued to present many complex challenges, and these challenges are rooted in a wide range of factors. In the paper the role of tradition, and its relationship with knowledge, is considered as one such factor affecting the challenge of collaboration. Through qualitative research in three collaborative situations, insights about three modes of carriage of tradition in knowledge, in collaborative contexts, are derived and implications for the process of collaboration are discussed.

For further information please contact Paul Hibbert on [paul.hibbert@gsb.strath.ac.uk](mailto:paul.hibbert@gsb.strath.ac.uk)

### AIM Ghoshal Fellow Professor Nick Bloom - Session Title: HR from an Organizational Perspective

Many critics of free-market liberalism argue that higher product-market competition and the "Anglo-Saxon" management practices it stimulates increases productivity only at the expense of employees' work-life balance (WLB). The empirical basis of these claims is unclear. To address this issue we use an innovative survey tool to collect the first international data on management practices and work-life balance practices, surveying 732 medium sized manufacturing firms in the US, France, Germany and the UK. We find that WLB outcomes are significantly associated with better management, so that well run firms are both more productive and better for their employees. After controlling for management practices, however, we find no additional relationship between WLB and productivity. WLB practices are also not reduced by tougher competition, suggesting no deleterious effect of competition on employees' working environment. Finally, looking at multinationals we find that US subsidiaries in Europe adopt the superior management practices of their US parent firms but the local WLB practices of their European competitors.

### AIM Ghoshal Fellow Professor Robyn Thomas – Update from AoM

Session Title: Doing Well by Doing Good through Communities: Managing Public and Nonprofit Interactions

Professor Thomas presented a paper entitled: 'Putting Communities First: A Discursive Analysis of Policing Identities and Change' in a session that brought together research from the US and the UK on the challenges of multi-agency and community partnership working in the delivery of public services. The paper was based on research that examines processes of identity construction and the role of identities within the design and operation of inter-agency and community-based collaborative working arrangements in the UK police service (funded under the AIM Ghoshal Fellowship).

Session Title: Power in Organizations

This paper, entitled: 'Artifacts in Interaction: The Production and Politics of Boundary Objects', (co-authors AIM International Visiting Fellow Cynthia Hardy and Leisa Sargent) was presented at an interactive round table session on developments in the analysis of power relations and organizations. The paper was developed from research examining issues of power, identity and cultural change in a global telecoms organization (funded through the AIM Ghoshal Fellowship).

### AIM Senior Fellow Professor Gerard Hodgkinson – Served as an Invited Scholar in the MOC Division's 'Cognition in Rough'

For the eighth year running, Professor Gerard Hodgkinson served as an invited scholar in the MOC Division's 'Cognition in Rough', a developmental workshop designed to help doctoral students and faculty to refine work in the making. He also participated in a caucus in which the current state of the field of organizational change and development was debated and presented a refereed paper, reporting his work on intuition and affect in decision making with Dr Marta Sinclair of Griffith University, Australia, and AIM Associate Professor Eugene Sadler-Smith. The latter, will form the basis of a forthcoming book chapter in *The Handbook of Research on Strategy and Foresight*, edited by L.A. Costanzo and R.B. McKay (Edward Elgar, 2008). Gerard has also begun his five-year period of office as a member of the MOC Division's Executive Committee. He is Program Chair-Elect for the 2008 Academy of Management Annual Meeting to be held in Anaheim, with responsibility for the Division's Professional Development Workshops.

### AIM Senior Fellow Professor Bruce Tether – AoM update

Professor Tether presented his paper on innovation in services involving joint changes to technology, organisation and skills. This is a version of the paper he complete with Jeremy Howells for the DTI. He notes he received some encouraging reactions, and met with others (in the US) studying innovation in services who found the perspective useful.

## News from Academy of Management Conference 2007 Philadelphia (continued)

### AIM Senior Fellow Professor Julian Birkinshaw – Update from AoM

Session Title: Capabilities: Knowledge Transfer and Replication

In this paper, AIM Senior Fellow Julian Birkinshaw, Felipe Monteiro and Niklas Arvidsson examine how best practices flow between the subsidiaries of multinational corporations. Surprisingly, the highest-performing units are typically the ones who are most receptive to new ideas, suggesting that within a multinational network some subsidiaries end up as part of the “in crowd” while others end up isolated from the flow of new ideas.

Session Title: Technology Entrepreneurship

In this paper Julian Birkinshaw and AIM Research Fellow Tina Chini look at the early stage development of new ventures that are spun out of universities. These ventures rarely grew through predictable stages that the academic literature would predict; instead, they often lurched from one problem to another as they built the necessary levels of resources and skills to survive.

Session Title: Knowledge Creation and Knowledge Management

In this paper, Julian Birkinshaw, Felipe Monteiro and AIM Research Fellow Michael Mol look at the conditions under which firms successfully use external sources of knowledge to bring new products to market. They show that if a firm is attempting to protect its own intellectual property while also tapping into new ideas from their partners, they do not perform as well as a firm that is prepared to offer give-and-take with its partners.

### AIM Senior Fellow Professor Lynda Gratton – Explains her AoM Activities

Session Title: Knowledge Processes and Structures in Projects and Teams

Based on the AIM cooperation project – Professor Gratton studied 55 workgroups in 15 European and American companies (ABN Amro, BBC, BP, Citigroup, France Telecom, Lehman Brothers, Marriott, Nokia, PriceWaterhouse Coopers, Reuters, Rogers Communications, Royal Bank of Scotland, Siemens AG, Standard Chartered Bank and XL Global Services). The study was based on a quantitative survey of 1,543 members of the workgroups and their leaders.

Session Title: Teams Within Teams: Faultlines, Diversity, and Cross-Cultural Issues

Again – based on the AIM cooperation research. This study has also been published this month in the Sloan Management Review ‘Bridging Faultlines in Diverse Group’ – <http://sloanreview.mit.edu/smr/issue/2007/summer/11/>

### AIM Ghoshal Update - Dr Paula Jarzabkowski

Session Title: Process Research Methods Workshop

This popular whole day PDW on process research methods was organized and chaired by Andrew Van de Ven, with morning presentations by Steve Barley, Paula Jarzabkowski, Andrew Pettigrew and Harry Sminia and facilitated round tables in the afternoon. Paula Jarzabkowski’s presentation on the messy realities of doing process analysis, based on one of her AIM projects on strategizing in pluralistic contexts, was well received.

Session Title: Strategic Conversations: A Multi-level Conversational Approach to Studying Strategy as Practice

One of two very popular AOM 2007 symposiums on strategy-as-practice, this symposium was chaired and organized by Paula Jarzabkowski & Curtis Le Baron. The topic linked the micro and macro in strategy-as-practice research through conversational approaches. Curtis LeBaron presented a micro-approach using video analysis of strategic meetings, while Paula Jarzabkowski presented a meso-approach, tracking the implications of unfolding conversations across organizational divisions during a major strategic change. Nelson Phillips presented a macro approach, explaining how interlinked conversations constitute institutionalized strategy discourses. As discussant, Richard Whittington drew out the implications of the three presentations and sparked off a very stimulating conversation.

Session Title: Identifying Entrepreneurial Opportunities II

In this paper session, Dr Jarzabkowski presented empirical work on strategic ambiguity and its value as a rhetorical resource for aligning multiple strategic interests over time.

Session Title: Strategy as Practice: Strategy Implementation

At this well-attended paper session on strategy-as-practice, AIM Ghoshal Fellows, Paula Jarzabkowski and Julia Balogun presented a joint paper, based on their empirical research into strategic planning processes in multi-nationals.

## News from Academy of Management Conference 2007 Philadelphia (continued)

### AIM Ghoshal Fellow Professor Julia Balogun – discusses her AoM activities

Session Title: Researching and Publishing on Strategy-as-Practice

This fully-booked morning PDW on publishing strategy-as-practice research was organized and chaired by Richard Whittington, with presentations by AIM Ghoshal Fellow, Julia Balogun, and AIM International Visiting Fellow, Ann Langley, round table discussions and a session from editors of key journals. AIM Senior Fellow Professor Gerry Johnson and Dr Paula Jarzabkowski facilitated the round table discussions on learning from exemplary papers.

Session Title: Strategy as Practice: Exploring Middle Managers Sensemaking Role in Practice

This paper seeks to deepen the research on middle managers' strategic sensemaking roles. Until now, little research has explored how middle managers use their practical knowledge to realize their sensemaking role during strategic change in their daily activities. Here, through vignettes drawn from the authors' current research, a framework is developed showing that two micro-practices, "performing distributed conversations" and "enrolling networks", are critical in the accomplishment of this middle manager strategic sensemaking role. The paper also shows how these two micro-practices are underpinned by middle manager semantic and sociocultural knowledge, and that it is this practical knowledge that enables the middle managers to engage in these practices as part of their day to day activities and draw people in the change.

Session Title: Strategists' Identity and the Impact on the Practice of Strategy

With Phyl Johnson, AIM Associate Nic Beech, Linda Rouleau, AIM Associate David Sims and AIM Founding Director Anne Huff This symposium investigated the impact of strategists' identity on the practice of strategy. Through presentations and discussions it explored the current understanding of the reciprocal impacts of the identity of strategists and the strategy-forming processes they undertake, and considered how we take such research forward. To achieve this, the symposium drew together two areas of theory: that to date have developed independently of each other but have potential to inform each other - the strategy-as-practice literature and the identity work literature.

Session Title: Strategy as Practice: Strategy Implementation: Strategic planning: Mediating distributed and fragmented interests in the multi-national

This paper explores the implementation of an integrated strategic planning process across the European division of a multinational from a strategy-as-practice perspective. It tracks the development of the new planning process across geographically and hierarchically distributed communities for a year. Existing literature highlights the important integrative, communication and coordination role that strategic planning can play in organizations, but provides little evidence of the socio-political processes through which this occurs. An activity theory framework is used to highlight this aspect.

### AIM Senior Fellow Professor Mark Easterby-Smith – Discusses his AoM activities

Professor Easterby-Smith's symposium brought together the main contributors to a Special Issue of Organization Research Methods on the topic of quality in Qualitative Research. It was intended to be provocative, arguing that the reason why qualitative methods are rarely accepted by US journals is because of entrenched interests in the US system and a lack of training/ rewards for doing this kind of work. One of the co-organisers was AIM International Visiting Fellow Professor Karen Golden-Biddle. This was a popular symposium with some lively debate and discussion.

### AIM Senior Fellow Professor Gerry Johnson – AoM Update

Session Title: New Approaches to Teaching Strategy: Time for a change?

Professor Johnson was one of a number of speakers that presented their approach to teaching strategy, he explained the project based approach that was used at Strathclyde and Lancaster that emphasizes "reflection on practice".

Session Title: Dynamic Capabilities and Organizational Change

This session concentrated on stage 3 of the Successful Strategic Transformers Project with AIM Research Fellow Manuel Hensmans.

Session Title: The Strategic Planning Process I

This was a round table session in which AIM International Visiting Fellow Professor Tim Devinney and Professor Johnson presented a paper on stage 1 of the Successful Strategic Transformers project and in particular their approach to measuring performance.

## News from Academy of Management Conference 2007 Philadelphia (continued)

### AIM Ghoshal Fellow Professor Michael Jacobides – Discusses his AoM activities

Professor Jacobides presented his paper with Sid Winter titled "*Wealth, Profit or Sustainable Advantage: Which should be Dependent Variable of Strategy?*", which was also selected as one of the best papers (top 10%) and included in the Proceedings for Best Papers.

Professor Jacobides also organized and chaired two very well attended symposia both were related to his Ghoshal AIM research, and he presented his preliminary findings in both, while weaving in related research from other well-known scholars.

Symposia 1: "*How Changes in Industry Architectures Shape the Strategic Landscape*", and was designated as a "showcase symposium". In this symposium, he presented the new paper with HBS's Carliss Baldwin and MIT's Reza Dijaji titled "Industry Architecture Dynamics in Automobiles and Computers: Two Diverging Tales", drawing on the work (supported by AIM) completed last year in Boston.

Symposia 2: "*Competing through Business Design*", here Professor Jacobides presented his joint work with Stephan Billinger titled "Fending off Commoditization and Softening Competition through Strategic Boundary Design".

### AIM Ghoshal Fellow Dr Ammon Salter – Discusses his AoM activities

Session Title: Networks of Practice

This paper focuses on knowledge sharing among engineers in Arup, examining how what an individual knows in relation to their colleagues know helps to shapes their ability to share knowledge. The paper builds on a collaboration research with Arup as part of Dr Salter's AIM Ghoshal Fellowship.

Session Title: How Firms Search, Appropriate and Use Knowledge from Universities – the European Perspective

This paper examines how the geographic distance between a firm and its local universities shapes its willingness to collaborate with universities in general. The paper shows how geographic proximity to non-research oriented universities increases the likelihood of collaboration, while being close to a first-tier university lowers the chances of collaboration. The analysis is based on the UK Innovation Survey, HESA and RAE records and is part of the AIM IPGC project.

**New Book:** Dodgson, M., Gann D. and Salter, A. *The Management of Technological Innovation: Strategy and Practice*. Oxford University Press, to be released in January 2008.

For further information please contact Dr Ammon Salter on [a.salter@imperial.ac.uk](mailto:a.salter@imperial.ac.uk)

## Two PhD Studentships - Whole Life Cost Modelling for Product-Service systems (PSS-Cost)

**Professor Rajkumar Roy and Dr. Essam Shehab, Decision Engineering Centre, Cranfield University**

Industrial Collaborators: BAE Systems, Lockheed Martin (Insys), Smiths Aerospace, Rolls-Royce, MoD, APMP, SBAC, Galorath and Cognition

Duration: 1st October 2007 – 30th September 2010

Cranfield University is one of the leading Cost Engineering research centres in the World ([www.cranfield.ac.uk/sims/cost](http://www.cranfield.ac.uk/sims/cost)). The Decision Engineering Centre provides a vibrant and dynamic environment for research and industrial collaboration.

Most western economies are moving from a product- to a service-based economy in which end-users purchase the services provided by products rather than for the ownership of the products themselves. Capability based contracts are enabled by Product-Service Systems (PSS) that have progressively increased in scale and complexity (e.g. from the humble photo-copier) through to major infrastructure projects (e.g. PFI hospitals) and large defence projects (e.g. complete sea, air or land platforms). The challenge for both the solution provider and the customer is that, at the point of signing a contract, they must be confident in their estimates of the whole life costs (WLC) over periods of contracts that stretch 20, 30 or even 40 years into the future. This could include the non-recurring costs of developing the product, the unit production cost off manufacture or instantiation, the ongoing cost of maintaining the product (e.g. spares and repairs), and the ongoing cost of delivering and operating the service (e.g. staff training, commodities, consumables), and the end-of-life treatment cost with an intention of reducing the total cost. This project aims to improve understanding and knowledge in predicting realistic whole life costs for t-PSS contracts at the bidding stage within the defence and aerospace industrial context. The research will build on existing cost engineering and t-PSS research at Cranfield University (CU) and within the IMRC funded Network of Excellence in Affordability Engineering (NoE-AE). This research will build on the Stage00 of the IMRC IDEAS Factory based PSS project. The researchers will be part of a big team of researchers in the area and have access to Cranfield's COST STUDIO®.

We are looking for two pro-active and energetic students who are happy to work within a team (we are recruiting a project manager as well) and are capable of state of the art research and pushing the boundaries of whole life cost estimation within the product-service environment. Interested graduate/postgraduate students with Engineering/Business Studies/Economics background are invited to submit their CV for an informal discussion over telephone or email. Additional background in cost engineering and knowledge capture will be beneficial. The minimum academic requirement for entrants to the degree is a First or Upper Second Class Honours degree (or its equivalent). In addition, an MSc degree or research/work experience would be beneficial.

Stipend of up to £17,000 per year is available only to suitably qualified EU nationals. In addition, tuition fees will be paid for EU candidates. Last Date of Application: 15th August 2007.

Please send your detailed CV to: Professor Rajkumar Roy, Head, Decision Engineering Centre, Cranfield University.  
Email: [r.roy@cranfield.ac.uk](mailto:r.roy@cranfield.ac.uk), Tel.: +44 (0)1234 750111, Ext 5523

**CIMA, the Chartered Institute of Management Accountants, is seeking CIMA professors to facilitate and stimulate CIMA's drive for reputation and leadership in business and financial management.**



You will be a successful and well-respected academic with experience of working with multinational organisations or large national or international corporations at senior executive level. Your university/business school will encourage and support relationships with organisations focused on practical, business relevant innovation, development and outputs, allowing you to maximise your position in academia and therefore enhance the profile of your institution.

With extensive experience of bridging theory and practice, you will be keen to push the boundaries of management accounting and help set the agenda for the future of business finance.

Relationship building will be a key element of the role; forging relationships between CIMA and key stakeholders and representing CIMA at high profile events.

Further details on the criteria for proposals and application forms are available at [www.cimaglobal.com/research](http://www.cimaglobal.com/research) Enquiries should be directed to Kim Ansell, Head of CIMA Technical Resources. T. 44 (0)20 8849 2230 E. [kim.ansell@cimaglobal.com](mailto:kim.ansell@cimaglobal.com)

The deadline for applications is 5 October 2007. This will be followed by a review panel. All candidates will be informed of their application status on 12 October 2007.

**CIMA Research Initiative: The role of the accountant in organisational decision making process**

CIMA, The Chartered Institute of Management Accountants, invites proposals on the topic of 'the role of the accountant in the organisational decision making process'.

Proposals should be based on an in-depth study of the involvement of accountants in this central managerial function, which occurs at many levels and locations in the organisational hierarchy and which involves differing time scales, levels of significance and managerial specialisms.

It is important that decision making is reviewed as a processual activity with consideration given to pre-decision activities, such as issue recognition and contextual influences, followed by decision execution and implementation and finally post decision control and review. The varied way in which accountants may contribute to decision making should also be investigated.

The research findings should be of value to both the business and the academic community. Some specific topics of interest to CIMA and relating to this initiative are given below.

- The identification of decision benefits on an organisation wide basis and their incorporation in decision making.
- The existence, development and use of attention directing techniques
- Issues of governance in respect of important decision taking
- Decision making and managerial specialisms (e.g. procurement, design, marketing).
- The impact of other disciplines on accounting and decision-making (e.g. taxation, government regulation, information technology and environmental sciences.)
- Investment decision in information systems in the public, private or not for profit sectors.
- The relative importance of accounting information vis-à-vis other information available to decision makers.
- The influence of alternative stakeholders and decision objectives on the supply of accounting information for decisions.
- The analysis, quantification and evaluation of risk and return, coping with uncertainty and estimation especially over the longer-term.
- Merger and acquisitions decisions.
- Efficiency and effectiveness in resourcing decision makers needs though the appreciation of IT solutions.
- The relative significance of accounting in decision making and the accountant's relationship with other organisations specialists.

**Research application involving any research methodologies are welcome.**

The closing date for applications will be 30<sup>th</sup> November 2007 and shortlisted applicants will be invited to present their proposals to a CIMA review panel.

Application forms can be obtained from the CIMA website [www.cimaglobal.com/research](http://www.cimaglobal.com/research). For further information on CIMA's Improving Decision Making funding initiative or for other research related enquiries, please contact CIMA's Technical department on +44 (0)20 8849 2497 or email [research@cimaglobal.com](mailto:research@cimaglobal.com).