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Season's Greetings from AIM Research



Announcements



MANAGEMENT & BUSINESS STUDIES PORTAL

Explore our collections for management research



AIM Signs a Memorandum of Understanding with the British Library, as British Library launches Management and Business Studies Portal

We are delighted to announce that AIM has agreed a Memorandum of Understanding (MOU) with the British Library. The British Library is a world-class intellectual and cultural resource which provides unparalleled information services to the academic, business, research and scientific communities. The purpose of the MOU is to enable both AIM and the British Library to enter into a collaborative relationship in order to further our common interests. We are currently exploring the possibility of a series of joint events for 2011, details of which will be released when finalised.

In an exciting development for students, academics and practitioners alike, the British Library launched their new Management and Business Studies (MBS) Portal this October. The MBS Portal provides access to a vast collection of digital and print material for UK management research and practice. The portal has many simple features to help you save time and organise your work:

- Find and download the latest management research reports, papers, summaries, articles and other material instantly
- Keep up-to-date with new material in your subject area, with alerts tailored to your interests
- Discover books, journal articles, reports, websites, datasets, sound recordings, videos and other sources relevant to your search with one click of a button

AIM, as the leading body for management research in the UK, has a significant amount of information in the form of executive briefings, reports, working papers, and project information held on [our website](#) and available for free download. The MOU with the British Library ensures that this information is now even more accessible to users both familiar with and new to AIM.

[Introduction to the Management and Business Studies Portal](#)

Visit www.mbsportal.org.uk to register immediately to use the portal - it's quick, easy and free.

Enhancing the impact of management research

As many of you will be aware we are exploring a new impact and engagement initiative which we are calling AIM Practice. Since it was first established, one of AIM's core objectives has been to increase the impact of management research on policy and practice. Many of our Fellows and Scholars, through their writing, speaking and teaching, as well as through direct research collaborations, have changed the way managers and firms act. As we look to the future we are keen to explore new and innovative ways in which management research can have even more impact on practice.

Through the summer a team of MBA candidates completed some market research for us, exploring demand side and supply side perspectives engagement and impact. Interviewing over 100 people the MBA team provided evidence that over 70% of people felt that management research was useful for their organizations, but a third felt that they could not easily access such research. We are now experimenting with different ways in which we might make management research available to managers. AIM, along with many other groups, already has a successful series of executive briefings and provides a wide range of web-based materials. We are now looking at supplementary methods of impact and engagement, exploring the role of tailored workshops and the development of toolkits and frameworks. If you would like to find out more about this initiative and/or have ideas and suggestions about how to make management research more impactful and engaging I would be delighted to hear from you.

- Professor Andy Neely, Deputy Director
(andy.neely@eng.cam.ac.uk)

New appointment in the AIM Office

As AIM Operations Manager Esme Foster and AIM Communications and Operations Manager Claire Fitzpatrick are now on maternity leave we would like to take this opportunity to welcome our new Operations Manager Daryl Yang. Daryl is taking charge of all aspects of AIM operations while Esme and Claire are away, and she can be contacted at daryl.yang@wbs.ac.uk or 0207 862 8514

New appointments and promotions

We are delighted to announce that:

AIM Lead Innovation Fellow Michelle Lowe has been appointed **Professor in Strategy and Innovation** in the **School of Management** at the **University of Southampton**, taking up the position in May 2011.

AIM Management Practices Fellow David Denyer has been appointed **Professor of Organisational Change** at **Cranfield University**.

AIM Management Practices Fellow Zoe Radnor has been appointed **Chair in Operations Management** at **Cardiff Business School**, taking up the position in April 2011. In addition to this, she has been voted onto **BAM Executive** as **Vice Chair** from 2011, beginning a five year cycle moving from Chair to President of BAM.

AIM Fellow Allan Williams, is moving from London Metropolitan University on January 1st to **Chair in Tourism Management** in the **University of Surrey School of Management**. This is

one of 16 new research leadership chairs that have been established across the university.

Our warmest congratulations go to all four, and we wish them all the best in the next stages of their careers.

2010 Frisch Medal awarded to AIM Ghoshal Fellow

We are pleased to announce that the Econometric Society has awarded the Frisch Medal to AIM Ghoshal Fellow Dr Nick Bloom. The award, which is given once every two years, encourages outstanding applied work and its submission to the *Econometrica*. Dr Bloom received the award for his article '[The Impact of Uncertainty Shocks](#)'.

AIM Scholar is awarded top psychological award

Dr Kamal Birdi, Senior Lecturer in Occupational Psychology and Director of the MSc in Occupational Psychology at the Institute of Work Psychology, University of Sheffield has won the inaugural Academic Contribution to Practice Award, given by the Division of Occupational Psychology (DOP), part of the British Psychological Society. The prestigious new award has been established to recognise and reward significant influence by an academic researcher on the practice of occupational psychology.

[Read more](#)

AIM Research on YouTube

AIM's dedication to communicating its research findings is central to its ethos, and we are always looking to find ways to engage with our network. We are therefore proud to announce the completion of a series of videos which showcase the highlights of AIM's research findings in our key areas of productivity, practices and innovation. The videos, which feature Director Professor Robin Wensley and Deputy Director Professor Andy Neely, as well as many of our most senior Fellows discussing their work, can be viewed on our [YouTube Channel](#), as well as the new [Video pages](#) on the AIM website. While these events act as an introduction to our core research themes, we are now filming our larger events wherever possible - as well as selected workshops and seminars - and therefore we anticipate our library of videos to become an excellent resource for home learning for every level of management knowledge.

If you would like to learn more about AIM multimedia, please contact Caroline at caroline.brown@wbs.ac.uk or 0207 862 8515

New AIM Visiting International Fellows (VIFs)

We are pleased to welcome several new VIFs to the AIM Community. The AIM Visiting International Fellowship Scheme is designed to advance and strengthen the AIM network of Fellows, enriching the research environment. As a part of the scheme VIFs will not only work collaboratively with AIM Fellows but also take part in capacity building workshops, so do check the AIM Website for news of upcoming events involving our newest VIFs.

Dvora Yanow, Professor of Organizational Ethnography and Interpretive Methodology at Vrije Universiteit, and **Antonio Strati**, Professor of Sociology of Organization at the Universities of Trento and Siena, are joining Management Practices Fellow Professor Nic Beech.

Deborah Dougherty, Professor of Management and Global Business at Rutgers University will be joining Innovation Fellows Dr Jonathan Sapsed and Dr Luciana D'Adderio and Management Practices Fellow Dr Jennifer Whyte.

Mark Lorenzen, Associate Professor of Innovation and Organizational Economics at Copenhagen Business School, will be joining Innovation Fellow Dr Jonathan Sapsed and Management Practices Fellow Dr Katy Mason.

Ajay K. Kohli, Professor of Marketing at Georgia Tech College of Management, will be joining Management Practices Fellow Dr Katy Mason.

Andrew Hargadon, Professor of Technology Management at California University, Davis, will be joining Management Practices Fellow Dr Jennifer Whyte.

Dr Maryann Feldman, S.K. Heninger Distinguished Chair in Public Policy at the University of North Carolina, Chapel Hill, will be joining Ghoshal Fellow Dr Ammon Salter.

Dr Klaus Weber, Associate Professor of Management and Organizations at the Kellogg School of Management at Northwestern University, will be joining Management Practices Fellow Dr Markus Perkmann.

Stephen L. Vargo, Distinguished Professor of Marketing at Shidler College of Business, Hawaii and **Robert F. Lusch, Professor** of Marketing at Eller College of Management, Arizona, will be joining Services Fellow Professor Irene Ng.

New AIM Associates

AIM supports academics at all levels to develop and disseminate world class management research. Our Associates are at various stages of their careers, and although not funded by the ESRC, they work closely with the AIM Community. Each AIM Associate is nominated by an existing AIM Fellow. The term of their appointment is for one year, and during this period they work actively and closely with their nominating AIM Fellow.

Dr Wai Mun Lim is a Lecturer in Tourism and Hospitality at the University of Plymouth will be joining AIM Services Fellow Professor Irene Ng.

Dr Alistair Brandon Jones is a Lecturer in Supply Chain Management at the University of Bath will be joining AIM Services Fellow Dr Martin Spring.

New AIM Scholars

The AIM Scholars Scheme offers an opportunity for the next generation of management research talent to participate in AIM related activities and events. Nominated by their Deans as potential stars of the future, AIM Scholars are seconded to complete short-term projects under the guidance of AIM's Deputy Director, Professor Andy Neely.

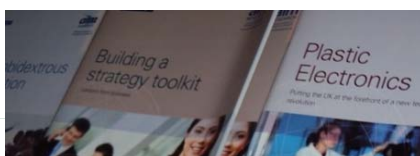
Yogesh K Dwivedi, School of Business and Economics, Swansea University

Adrian T H Kuah, Nottingham Business School, Nottingham Trent University

Cristiana R Lages, Business School, Loughborough University

Activities

Delivering the Promise of Management Practices - joint AIM and CMI conference, Savoy Place, 25th November



A significant part of the AIM and CMI Memorandum of Understanding signed earlier this year was the commitment to



developing the relationship between academia and practice, bringing AIM's research findings to the audiences who stand to gain the most from it. The highlight of this collaboration has been the joint-produced report, *Delivering the Promise of Management Practices* (details below), launched this November at an excellent panel event featuring Chief Executive of the CMI Ruth Spellman OBE, Deputy Vice-Chancellor of the University of Cambridge Professor Dame Sandra Dawson, AIM Fellows Professor Rick Delbridge and Professor Nic Beech, CEO of Simplyhealth Des Benjamin, Director of Incommunities Delroy Beverley, and Halliburton's Country Vice

President for the UK Simon Seaton.

The calibre of the panel ensured a lively and stimulating discussion which proved the value of bringing practitioners and academics together in public debate. Both panellists and attendees enjoyed the opportunity to enter into the discussion - one attendee commented 'the session reinforced the need for me as a professional to be more involved in 'sharing good practice' within my sphere & influence'. With this encouragement, AIM and CMI are looking forward to further collaborations in the future, and we look forward to our next joint event planned for May 2011 - more details to be released soon.



The video of this event will be available on the [website](#) in the next few weeks. If you are interested in learning more about this or any of AIM's events, please contact Agi at agnieszka.witaszczyk@wbs.ac.uk or telephone 0207 862 8519

The Uncertain Middle: Innovation Lessons for Low Carbon Energy Technology, Cass Business School, 17th November

On 17th November, AIM Innovation Fellow, Professor Chris Hendry, presented the AIM project report 'The Uncertain Middle: Innovation Lessons for Low Carbon Energy Technology from Demonstration Projects and Trials' at a conference at Cass Business School. An audience of 100 guests from business, academia and government heard visiting speakers Dr Andrew Garrad (lessons learned from the development of the wind industry), Kai Klinder (the German national innovation programme for stationary fuel cells), and Professor Jim Skea (the UK's innovation challenge in building a low carbon economy').



Key messages included the need for the UK to invest more substantially and strategically in low carbon technologies with immediate and longer-term prospects for carbon reduction focused on creating new low carbon industries in the UK; the need for a generously funded protected domestic market to

stimulate emerging new energy industries, but not in such a way as to favour very large companies, which have not been the most effective in early stage development; the importance of ongoing R&D throughout development; and the need for industrial investors able to take a long-term engineering view, not a short-term financial one. The German fuel cell applications programme





shows the scale of what is required, with a budget of £112 million p.a. over 10 years up to 2016, half funded each by government and industry, and strong partnering between manufacturers and German energy utilities to install and test units across Germany.

New AIM Visiting International Fellow gives presentation at the Royal Geographical Society

We were fortunate to have Dr Richard Florida of the Martin Prosperity Institute at the Rotman School of Management with us as an AIM Visiting International Fellow this September, who was in the UK at the invitation of AIM Lead Innovation Fellow Professor Michelle Lowe.



His visit began with an exclusive session for the AIM community convened by Professor Lowe and chaired by AIM Director Professor Robin Wensley. Entitled 'Engagement with Policy and Practice: Speaking from experience', and was an

opportunity for members of the AIM Community to learn about Dr Florida's experiences working across a range of public and private organisations and connecting this research to his academic profile.

The highlight of his trip was an excellent presentation at the Royal Geographical Society, discussing his new book 'The Great Reset', which explores the demographic trends and economic shifts that will hold the key to revitalizing global economies following on from the current crises.

Dr Florida was particularly interested in the role of creative economies in the UK, and while he was here he had a fruitful meeting with Minister of State for Universities and Science David Willetts to discuss this and other topics. Dr Florida's visit was an excellent opportunity for all involved and we look forward to more joint work with Professor Lowe in the future.

AIM at the BAM Conference 2010: Managing Research in a Changing Climate



AIM had an active and enjoyable BAM Conference 2010, with Lead Services and Management Practices Fellows, Dr Kathryn Haynes and Professor Nic Beech, leading a seminar **Methodological Challenges for Researching Management** (more information and slides available on the [AIM Website](#)). However the highlight of the week was the presentation of the **Richard Whipp Lifetime Achievement Award** to AIM Senior Fellow **Professor Mark**



Easterby-Smith.

In addition to this, AIM Post Doctoral Fellow **Dr Sukanya Sen Gupta** won the best paper award for her co-authored paper 'Employee Share Ownership and Performance: Commitment or Entrapment' (with Keith Whitfield and Andrew Pendleton). The paper investigates the mechanisms that link different types of employee share-ownership schemes on performance using matched employer-employee data collected as part of the 2004 British Workplace Employee Relations Survey. It challenges the conventional wisdom which argues that High Performance Work Practices are predominantly motivational tools that yield higher performance by engendering employee commitment. The findings indicate that entrapment and retention of key employees, rather than affective commitment, is the mechanism through which profit related pay such as share ownership schemes yield higher performance.

Our warmest congratulations go to both Professor Easterby-Smith and Dr Sukanya Sen Gupta.

AIM Fellow discusses Lean in Government at the Barbican, London 23rd September

Lean in Government: Can it only be just for Efficiency? Dr Zoe Radnor set this challenge to 200 delegates from a range of public sector organisations and consultancies, who had come to hear various speakers presenting their ideas on what Lean currently means for Government. With David Cameron stating the need for cuts and 'doing more for less' and public servants nervously awaiting the result of the spending review Dr Radnor challenged the audience to think not just about cost but also waste reduction - focusing on delivering value and quality rather than cutting corners and reducing service.



'There is no greater opportunity than a crisis', and the current economic climate is certainly that for the UK public sector. But organisations such as HM Revenues and Customs, HM Court Services and Department of Work Pensions (DWP) as well as many Local Authorities and Universities have begun to embrace approaches such as Lean in order to re-design their processes and constantly challenge their performance in order to improve.

Dr Radnor's message was clear: there is little doubt that the pressure to reduce the cost base and become more efficient creates a burning platform for implementing Lean. However, it is

important that this does not give the wrong message about the aims of Lean. There is a financial challenge, but what Lean can and is doing for the public sector is to allow that challenge to be addressed more systematically and effectively.

AIM Lead Ghoshal Fellow invited to speak at the House of Commons

On November 16th Professor Simon Collinson was one of two speakers invited to address a Policy Breakfast organised by the Industry and Parliament Trust (IPT) on the "The Future of Government Support for British Industry" in the House of Commons. The first speaker was Adrian Bailey, MP, who is Chair of the Business, Innovation and Skills (BIS) Select Committee.

Simon's talk focused on the changing nature of trade and foreign direct investment (FDI) into and out of the UK. Inward FDI is of particular interest because it has helped boost employment and output in UK manufacturing in the past, but is less likely to fulfil this role in the future. Multinational firms from China, India and other emerging economies are becoming increasingly important inward investors, but their strategic targets are assets, expertise and access to European markets. Given the labour cost advantages they benefit from in their home economies they are unlikely to be significant employers. This and other trends are changing the

interdependencies between the UK and other economies. Discussions around the appropriate Government response to these broad trends followed the two presentations.

AIM Senior Fellow launches second phase of Future of Work Consortium

Professor Lynda Gratton's successful Future of Work Consortium entered into its second phase this October. This exciting project brings together representatives from a broad spectrum of organisations, from BT Global Services and Nokia to Save the Children and the Singapore Ministry of Manpower. Here Professor Gratton explains what the Future of Consortium's second phase will involve:

'I have just launched the second phase of Future of Work Consortium, a co-creation project that brings academia and business together. We have business leaders from 45 companies around the world researching the impact of trends emerging in the intersections of five major forces Technology, Globalisation, Demography, Society and Low Carbon on the individual and organisations. On that basis, we'll be designing future proofed steps to take us successfully to 2020/2030 . . .'
[Read more](#)

For information on how to be involved in future FoW discussions, contact Tina Schneidermann tina@hotspotsmovement.com

Platforms for Innovation Workshop, Imperial College London, 7th October

On 7 October 2010 the Platforms for Innovation Workshop gathered at Imperial College London executives and senior managers from British Telecom and IBM for an all-day discussion of the main challenges associated with firms' shift towards the provision of high-value integrated solutions. The meeting was considered by participants an extraordinary opportunity to understand how organisations can transition from a product- to a service-centric logic, reconcile the apparently contradictory objectives of standardisation and customisation, and leverage platforms architectures to deliver repeatable integrated solutions. Platforms for Innovation is a 3-year research project



funded by the ESRC and AIM Research and carried out, within the I&E Group, by Andy Davies (principal investigator), Annabelle Gawer (co-investigator), and Stefano Miraglia (research assistant).

AIM Fellows at the IFM Grand Challenge in Service Week, 21- 26 September, Cambridge University

From the 21st to the 26th September 2010 Cambridge University hosted the first Grand Challenge in Service conference, officially launching the newly founded Cambridge Service Alliance. The conference featured a week of events and received



sponsorship and support from the Cambridge Service Alliance, AIM Research, the University of Exeter Business School, Rolls Royce, Manchester Business School, SSMEnetUK and the Arizona's Eller College of Management.



As is often publicized, the service sector now accounts for 75 percent of the labour force in the US and the UK and more than 50 percent in Brazil, Russia, Japan and Germany. These figures signify a dramatic growth in the service sector which is changing the very nature of today's organisations. If this growth is to be supported and sustained further focus on knowledge and research in the area of service is vital.

[Read more](#)

For more information about this busy and successful week, please contact Laura Smith at L.A.Smith@exeter.ac.uk.

Building Innovation Management Capability in SMEs



The importance of innovation to SMEs cannot be overemphasised for maintaining a presence and profile in a rapidly moving market. It is vital to the UK economy as a whole that SMEs stay healthy and adaptive, and it was with this target in mind that AIM Senior Fellow Professor John Bessant and consultant John Goldfinch came up with the concept of the 'innovation capability audit' - a series of workshops targeting up to 60 SMEs with the intention of guiding them through the process of evaluating their innovation management, and showing the strength of the correlation between innovation, survival and, ultimately, growth.

With funding from AIM Research they set about developing a series of workshops that took participants through awareness of their own level of innovative activity to practical steps for turning around their firm's outlook and processes. By assessing the 'Innovation Management Capability' (IMC) of each participating firm based on the skills, structures and routines needed to innovate effectively, they would be able to give each a bespoke plan to further their development.

This is an ongoing project but these workshops have already proved an excellent opportunity for AIM Research to engage directly with those most likely to benefit from its findings. More information, photos and the full video from the first workshop is available on the website [here](#).



New Publications

Delivering the Promise of Management Practices

Completing the series of Themed Reports addressing AIM's core research areas - productivity, practices and innovation - Delivering the Promise of Management Practices has been produced in conjunction with the Chartered Management Institute. A comprehensive summary of some of AIM's most significant research into management practices, this report sets out to explore their impact - particularly on productivity - and to address the



influences on their success or failure. It challenges widely held assumptions about the value of management practices and provides recommendations and tools for managers and policymakers.

The report was launched at Savoy Place in London, in a joint event with CMI.

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



Britain in 2011: The state of the nation

The most recent edition of ESRC's annual newsstand magazine showcasing the diversity of ESRC-funded research around the state of the nation was released this November. Britain in 2011 is a mixture of academic opinion pieces alongside informed journalistic writing, offering a concise analysis of research and topical issues concerning Britain today, and features six articles on AIM Research's most recent projects:

- 'Taking advantage of the green revolution' - Professor Chris Hendry, AIM Innovation Fellow
- 'Harder than ever to get into television production' - Professor Irena Grugulis, AIM Services Fellow
- 'Who owns UK plc - and does it matter?' - Professor Simon Collinson, AIM Lead Ghoshal Fellow
- 'Manufacturing becomes a service industry' - Professor Andy Neely, AIM Deputy Director
- 'University-industry links: the myth of the ivory tower' - Dr Markus Perkmann, AIM Management Practices Fellow
- 'Moulding the future of plastic electronics' - Dr Zella King, AIM Innovation Fellow



Britain in 2011 also features an article from Research Councils UK discussing the importance of research for economic growth which draws on research from AIM Senior Fellow Professor Jonathan Haskel and AIM Ghoshal Fellow Professor Ammon Salter. Collectively these articles demonstrate the relevance and timeliness of AIM's research projects.

Britain in 2011: The state of the nation is available in newsagents across the UK, priced £5.50.

Creating a Culture of Innovation: Why corporate culture is key to radical innovation in firms

AIM Executive Briefing from AIM Innovation Fellow Professor Jaideep Prabhu and colleagues Professor Gerard Tellis and Professor Rajesh Chandy.

In the increasingly competitive globalised business world, radical innovation is central to the prosperous growth of firms and economies. Indeed radical innovation can create and destroy markets, render corporate giants extinct and transform small start ups into multinational superstars. Despite its importance, however, little is known about the factors that make firms successful at radical innovation. If we had a better idea about what makes firms good at this kind of gamechanging innovation, then it would be possible for firms to benchmark their performance across a range of innovation related factors and make the appropriate adjustments that allowed them to improve.



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

The Growth of Services: Towards a better understanding of service measurement, performance and innovation

AIM Executive Briefing from AIM Services Fellow Dr Giuliana Battisti and AIM Scholars Dr Yogesh K. Dwivedi, Dr Adrian Kuah and Dr Cristiana R Lages

In an increasingly globalised world economy, firms in the developed world are encouraged to move up the value chain in order to remain competitive. In many cases this means offering services, either as a stand alone, or increasingly as a complement to existing products, either alongside or directly incorporated into those products.

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



The Republic of Engagement: Exploring UK academic attitudes to collaborating with industry and entrepreneurship

AIM Academic Report from AIM Ghoshal Fellow Dr Ammon Salter, AIM Deputy Director Professor Andy Neely and colleagues Dr Pablo D'Este and Valentina Tartari

Drawing on a unique set of surveys of academics funded by the Engineering and Physical Sciences Research Council (EPSRC), this report explores changes in the way academics engage with industry in the UK between 2004 and 2009. Although there are new and increasing pressures for academics to engage with industry, the nature and extent of this industry engagement remains an area of choice for individual academics.

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



New AIM Working Paper

AIM Innovation Fellow Dr Luciana D'Adderio has a new Working Paper on the AIM Website, [Artifacts at the Centre of Routines: performing the material turn in routines theory](#).

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

Metaphors We Lead By: Understanding leadership in the real world

Edited by AIM VIF Professor Mats Alvesson and Dr André Spicer

Seeking to understand the faith we place in leadership, the authors draw on a number of in-depth studies of managers trying to "do" leadership. It presents six metaphors for the leader: as gardener, cosy-crafter, saint, cyborg, commander and bully. Some of these offer unexpected insights into how leadership does and does not work. The book sheds light on a varied - often contradictory and sometimes darker - side of leadership.

Cutting through the management-speak drenched current literature on leadership, *Metaphors We Lead By* presents an enlightening and refreshing understanding of an important topic. It will be useful reading for students and researchers, as well as the thinking manager.

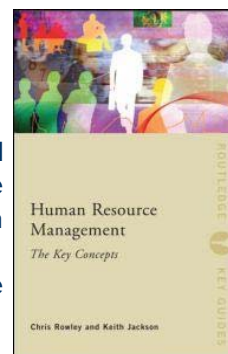


For more information on this book [click here](#).

Human Resource Management: The key concepts

By AIM Overseas Fellow Dr Chris Rowley and colleague Keith Jackson

Human Resource Management: The Key Concepts is a concise, current and jargon-free guide that covers the main practices and theories that constitute human resource management (HRM). The entries, defined and discussed by an international range of expert contributors, are drawn from following areas: Employee Resourcing Employee Rewards Employee Development Employee Relations Emerging Issues



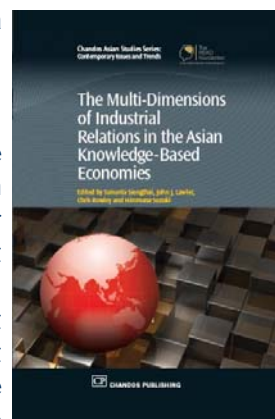
Fully cross-referenced and with suggestions for further reading, this book is a valuable reference for students and professionals seeking to understanding more about the what, why and how of HRM across a range of national, industrial and organisational contexts.

For more information on this book [click here](#).

The Multi-Dimensions of Industrial Relations in the Asian Knowledge-Based Economies

Edited by AIM Overseas Fellow Dr Chris Rowley and colleagues Sununta Siengthai, Asian Institute of Technology (A.I.T.), Thailand, John J Lawler, University of Illinois, USA, and Hiromasa Suzuki, Waseda University, Japan

This collection of work by leading scholars investigates the impact of the globalization process on some selected Asian economies and societies. With particular focus on the role of institutional factors such as labour unions or workers' associations, case studies are presented on labour-management relations at the workplace that have evolved to cope with globalization. The cases describe labour institutions in the society as a social force that acts as a catalyst for societal democracy and for industrial democracy at the workplace. These cases provide descriptions of the changes in the management's stance and approaches towards labour unions in the selected countries as well as at the organizational level over the last three decades when much of the industrialization process has occurred in Asia.



For more information on this book [click here](#).

Upcoming Events

Engineering in a Digital Economy

Friday 3rd December 2010, 09.30 - 16.40

Institute of Civil Engineers, One Great George Street, London

Jointly organised by the Advanced Institute of Management Research and the Institution of Civil Engineers (ICE), this workshop will ask attendees:

- How can digital data be best managed to add value across the life-cycle of infrastructure projects?
- What are the strategic challenges that project-based firms face in engineering management in the digital economy?
- How can leading practice shape research agendas?
- How can international research inform practice?

Engineering Management in a Digital Economy: Research and Practice will bring together leading practitioners and researchers to address these questions, building on the work of the ICE Information Systems (IS) Panel. The Panel has been active in shaping industry debates around engineering management in a digital economy through a series of 'Information Management in Major Projects' workshops and the recent 'Progressive Life-Cycle Data Management for Infrastructure Projects' briefing sheet.

This workshop will provide a forum to shape research directions, and to learn from recent research, drawing on the latest UK and international research on tools and practices in the delivery of major engineering projects.

Speakers include:

- Mark Bew, CIO, Scott Wilson/URS
- Paul Morrell, Chief Construction Advisor, BIS
- Mark Eaden, Route Engineer, High Speed 2
- Dr Jennifer Whyte, AIM Research/University of Reading
- Professor Stuart Green, Head of School of Construction Management and Engineering, University of Reading
- Professor Andy Neely, Director, AIM Research and University of Cambridge
- Phil Jackson, Chair, ICE IS Panel
- Dr Rafael Sacks, Technion University
- Professor Martin Fischer, Director for the Center for Integrated Facilities Management, Stanford University
- Dr Chris Harty, Reading Director, Health and Care Infrastructure Research and Innovation Centre, University of Reading

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

Innovation for Inclusive Growth: Addressing the challenge of improving healthcare access

Monday 31 January 2011, 13.30 - 18.40 (followed by an evening reception)
Imperial College Business School, Lower Ground Square Lecture Theatre

Across the world, healthcare is at a critical juncture. Escalating demand, constrained resources and rapid technological innovation mean that traditional models for healthcare delivery need to be rethought. New ways of bringing care at a lower cost are needed for socially and economically disenfranchised communities. In this half day conference, we will focus on how innovation can support inclusive growth to improve healthcare access, whether in developing countries or in the UK itself.

Speakers include:

- Professor Rifat Atun, Imperial College Business School



- Professor James Barlow, Imperial College Business School
- Professor Dame Sandra Dawson, Deputy Vice-Chancellor of the University of Cambridge
- Professor Henry J Feldman MD, Harvard Medical School.
- Professor Steve Smith, Imperial College Healthcare NHS Trust
- Dr Paul Thomson, Rector of the Royal College of Art.

This half day conference is for healthcare professionals facing the challenge of improving accessibility for those most in need. For more information, see the event's [website](#) contact Rachael Barham +44 (0) 207 594 9169 or email icbs.events@imperial.ac.uk

Asia Management and Business Seminar Series

The Advanced Institute for Management Research (AIM) and the Asia-Pacific Technology Network (APTN) are running a series of seminars focussing on the challenges for business and managers from and in Asia. The first will be jointly-presented by Professor Simon Collinson (Warwick Business School and AIM) and Dr Louis Turner (Chief Executive, APTN) and they will Chair the subsequent seminars.

Title: Competing with a Dynamic Asia: the strategic dilemmas for established multinational companies

Speakers: Simon Collinson (Warwick and AIM Research) and Louis Turner (APTN)

Date: TBC

Venue: Fasken Martineau, 17 Hanover Sq. London W1S 1HU

Title: Innovation in India and China: A Threat to the West?

Speakers: Jaideep Prabhu (Cambridge and Research)

Date: 3rd February 2011

Venue: London, TBC

Title: Overseas M&A by Chinese companies and the implications for managers in Europe and the US

Speakers: Peter Williamson (Cambridge)

Date: 31st March 2011

Venue: London, TBC

Title: TBC

Speakers: Mari Sako (Oxford)

Date: Late-April 2011

Venue: London, TBC

Title: TBC

Speakers: Nirmalya Kumar (London Business School)

Date: May 2011

Venue: London, TBC

Further details and updates available at www.aptn.org.uk, or alternatively

please contact Agi Witaszczyk on 020 7862 8519 or agnieszka.witaszczyk@wbs.ac.uk

Calls and Opportunities

Call for Papers: Ivey Business Journal

Following on from the successful AIM presence at the Academy of Management conference this August in Montreal, the Editor of Ivey Business Journal - the management publication of the Richard Ivey

Ivey Business Journal

School of Business at the University of Western Ontario - has expressed interest in receiving articles from AIM Fellows.

Described as being similar in style and audience to the Harvard Business Review, the Ivey Business Journal accepts articles on innovation, productivity and innovation as well as general management issues highly related to AIM's research - the November/December edition focused on Managing Risk.

As the Editor has shown such interest in AIM's work we encourage AIM Fellows to take advantage of this opportunity and contact Stephen Bernhut, Editor, Ivey Business Journal sbernhut@rogers.com for more information.

Call for Applications: ESRC Knowledge Exchange Schemes

Collaborations between academic researchers, businesses, the public and third sectors are one of the most effective mechanisms for knowledge exchange. The ESRC funds and manages a wide range of schemes that encourage knowledge exchange and greater interaction between the social science research community and research users.



The ESRC is issuing a harmonised call for the schemes above, providing funding to undertake additional knowledge exchange and impact generation activities that can demonstrate the potential for economic, social, policy and/or practice benefit(s). Please note, the schemes are not designed to fund new research. This call will be followed by staggered closed calls each year, the next call will be released in spring 2011.

[Read more](#)

Call for Papers: 'The Foundations of Sustainability' - in the Journal of Management Studies

JOURNAL OF MANAGEMENT STUDIES Only a few years ago, calls for sustainable management were rather faint, one could even say marginal. Now they have become central to organizational discourse and practice; many organizations recognise that they have a responsibility for the broader costs of doing business. In some cases this has resulted in attempts to 'greenwash' what are effectively destructive economic activities. In other cases, it has meant fairly marginal changes to the status quo. In more progressive companies, there has been a fundamental rethinking of the purpose of businesses and organizations more generally. This has led to an explosion of concern for fair trade, green businesses, corporate social responsibility, social entrepreneurship, poverty eradication, and more broadly, sustainable management of enterprise.

[Read more](#)

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

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

assumed leading roles in the creation and tending of institutions. They are the preeminent institutional agents of our time."

[Read more](#)

If you have any comments or queries about anything that you have read in this issue of the AIM Quarterly Newsletter please don't hesitate to contact Caroline at caroline.brown@wbs.ac.uk. The next issue will be released on the 1st March 2011 - if you would like to make a contribution the deadline for submissions is 24th February.

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