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## Announcements

### AIM Research Media Centre

We are pleased to announce a new addition to the AIM Website - the [AIM Media Centre](#) collects together AIM's multimedia resources, making it much easier for visitors to the website to find what they're looking for. The Media Centre collects together the [presentations](#) from our events, our [videos](#), [toolkits](#) and introduces the [Experts Directory](#), a growing database of our core Fellowship Cohorts in which we make it easy to browse our Fellows by their expertise, the industries that they have focused their research on, their AIM publications and more.

The Media Centre is a constantly updating project, with the addition of podcasts and a photo gallery coming in the next few weeks as well as further Fellowship Cohorts. The more feedback we receive the more we can ensure that the information we provide is up to date and accurate so do take a look, get involved and help us to make this a truly valuable resource for all our web visitors.

### ESRC Festival of Social Science 2011

Following a widespread show of support from the practice community it has now been announced that the ESRC Festival of Social Science will be taking place from **31st October - 6th November 2011**.



AIM has a strong tradition of producing excellent and well-received events for the festival, so we are keen to ensure that this year is no different. The festival is an excellent opportunity to broaden the impact of research into the Social Sciences, and one that has been shown to be highly valuable to attendees from both policy and practice, so we really encourage AIM Fellows to take part.

At present, the Festival dates have only just been announced so we are not currently taking applications but if you would like to host an event and want to find out more then please notify [agnieszka.witaszczyk@wbs.ac.uk](mailto:agnieszka.witaszczyk@wbs.ac.uk) and she will send you more information presently. The ESRC have issued this [summary document](#) of previous festivals which you may find useful in the meantime.

### AIM Practice initiative - opportunity to be involved

Many of you have been interested to learn more about the AIM Practice initiative. There have been a lot of exciting developments to the project in the new year and we will soon be able to make some major announcements about the direction of the initiative. Our core activities at the moment are centred around drawing on our extensive research to develop toolkits and frameworks for the practice community, including an innovation measurement tool from Professor John Bessant and a



retail measurement tool from Professor Chris Clegg, and we are keen for more of our network of Fellows to be involved in this opportunity.

If you have a piece of research from your AIM body of work which you feel would lend itself well to development into toolkits and learning frameworks for practice, do please contact [gaurav.narang@aimpractice.com](mailto:gaurav.narang@aimpractice.com) for more information.

### Important notice to Fellows

2011 is already promising to be a hugely productive year for AIM as well as significant one as we embark on exciting new projects. We want to be able to fulfil all of our commitments, and with this in mind we urge Fellows who wish to submit a proposal for an AIM Executive Briefing or White Paper, to do so before 31st March.

We do not require the finished article at this time, but if we are to meet our production deadlines by the end of 2011 it is important that we have a clear picture of what to expect in the coming months so that we can plan accordingly. Please submit proposals to [caroline.brown@wbs.ac.uk](mailto:caroline.brown@wbs.ac.uk) and we will respond as soon as possible with regards to the suitability of your research for publication in this form.

### New appointments and promotions

**Professor Tim Devinney, AIM VIF** and Professor of Strategy at the University of Technology in Sydney, has been appointed Co-Editor of the *Academy of Management Perspectives* journal. An important bridge between academia and practice, articles in *AMP* translate research findings for a non-expert audience and present new evidence that describes the world of management and business. It is therefore a fitting role for an AIM Fellow, and we wish Professor Devinney all the best in his new venture.

**AIM VIF Professor Joerg Sydow** has been coopted as a member of the Excellence Council of the Freie Universität Berlin. The Excellence Council is an internal body that advises the university management of Freie Universität. It cooperates in the development of research emphases within the future concept, initiates new research networks and doctoral programs, and evaluates the effects of all projects that are successful in the Excellence Initiative. Our congratulations to Professor Sydow on his appointment.

## Activities

### Innovation in India and China: A threat to the West?; 3rd February 2011; The Royal Society



AIM Lead Ghoshal Fellow Professor Simon Collinson and AIM Innovation Fellow Professor Jaideep Prabhu were joined by Vice President of R&D at ARM Dr Krisztian Flautner and Stefan Wagstyl, Emerging Markets Editor at the Financial Times, for this first in a series of collaborative seminars between APTN and AIM, designed to examine the management challenges thrown up by the rapid growth of the Asian economies.

The diverse panel offered varied perspectives on the perceived threats and opportunities for Western firms wanting to do business within Asia, or facing Asian companies as they endeavour to become global players. This diversity was reflected in the gathering of attendees who brought their own reflections from the business and academic communities to the lively discussions which carried over long into the networking evening after the seminar. With highly positive feedback from this event, described as 'stimulating', 'excellent' and 'food for thought' by various participants, AIM is very much looking



forward to the next seminar in the series on 31st March 2011 ([see below](#) for further details).

For more information on this event and to view the presentations see the AIM [website](#).

### Addressing the challenge of improving healthcare access; 31st January 2011; Imperial College Business School



This extremely successful event was the second in the *Innovation for Inclusive Growth* series, organised by AIM Innovation Fellow Professor Gerry George to showcase and encourage innovation for inclusive growth and to provide a forum to share opportunities and challenges in global issues such as climate change and, in this case, healthcare.

Attendees enjoyed a series of excellent talks on innovation in medical technologies and global healthcare systems from speakers such as Lord Nigel Crisp - whose book 'Turning the World Upside Down' has been called revolutionary by former editor of the BMJ Richard Smith and lauded by Archbishop Desmond Tutu - acting Chief Executive of the NHS Confederation Nigel Edwards and Assistant Professor of

Medicine at Harvard Medical School, Henry Feldman M.D..

It was an excellent opportunity for experts in management and medical innovation to come together, discuss exciting new developments and debate how to address existent and upcoming challenges for global healthcare.

For more information on this event you can view the Conference Focus [here](#) and listen to podcasts from the evening [here](#).



### Engineering management in a digital economy; 3rd December 2010; Institute of Civil Engineers



The use of technology to capture, share, and manipulate information is an established cornerstone of our society and economy. Challenges in the digital economy require multi-disciplinary input across a broad spectrum of subjects including engineering.



This all-day forum set out to approach these challenges, with international speakers including Professor Martin Fisher (Stanford) and Professor Rafael Sacks (Technicon), input from AIM Deputy Director Professor Andy Neely, AIM Management Practices Fellow Dr Jennifer Whyte, Chair of the ICE Information Systems Panel Phil Jackson and Chief Construction Advisor at BIS Paul Morrell. It was an excellent opportunity for delegates to participate in the debate shaping future directions for research.

To view the slides from this involved and highly informative day, see the AIM event page [here](#).

## AIM input on BIS growth strategy



In preparing its growth strategy BIS has been consulting with a number of AIM Fellows and Scholars. AIM Deputy Director, Professor Andy Neely, spoke at the ESRC/BIS Academic seminar on Green Growth in January. Several AIM Fellows were invited to speak at the UK Innovation Research Centre Seminar on Growth and Innovation also in January. These include AIM Senior Fellows Professors Rachel Griffith and Jonathan Haskel, AIM Ghoshal Fellows Professor Ammon Salter and Professor Bruce Tether, AIM Lead Innovation Fellow Professor Michelle Lowe and AIM Deputy Director Andy Neely.

## New Publications

### AIM publications pages

Due to some technical problems with the AIM website in late 2010/early 2011, we are aware that some of you had difficulty accessing the latest AIM Publications. Therefore here is a quick roundup of the publications released in the final quarter of 2010:

#### [Delivering the Promise of Management Practices](#)

- a collaborative report produced with the Chartered Management Institute (CMI) exploring the latest research into management practices

#### [Creating a Culture of Innovation](#)

- from AIM Innovation Fellow Professor Jaideep Prabhu and colleagues Dr Gerard Tellis and Professor Rajesh Chandy, examining the impact of corporate culture on radical innovation in firms

#### [The Growth of Services](#)

- from AIM Services Fellow Dr Giuliana Battisti and colleagues Dr Yogesh K. Dwivedi, Dr Adrian Kuah and Dr Cristiana Lages, discussing service measurement, performance and innovation

#### [The Republic of Engagement](#)

- from AIM Ghoshal Fellow Dr Ammon Salter, AIM Deputy Director Professor Andy Neely and colleagues Dr Pablo D'Este and Valentina Tatari, exploring UK academic attitudes to collaborating with industry and entrepreneurship

## Innovation and Entrepreneurship

From AIM Senior Fellow Professor John Bessant and colleague Professor Joe Tidd

Developed for courses at both undergraduate and postgraduate level, Innovation and Entrepreneurship is an accessible introductory text written primarily for students studying courses in business and management. Also suitable for engineering students taking business and management modules, the book uses contemporary issues to engage and excite students, leading them to the relevant theory, models and lessons.

This new text includes:

- Fully integrated contemporary themes in innovation, such as sustainability, social entrepreneurship and creating new ventures
- A focus on the role of individual entrepreneurship and organisational innovation in private and public services
- Contemporary cases from areas including new media, computer gaming, internet services, and public and social innovation cases



Fully integrated with further resources that can be found on a companion website, Innovation and Entrepreneurship is also supported by a complete online course in WileyPLUS, which includes an enhanced electronic version of the text and numerous assignments and case studies with online marking and feedback.

Available for pre-order on Amazon [here](#).

## Retail Work

From AIM Services Fellow Professor Irena Grugulis and colleague Dr Ödül Bozkurt

Internationally renowned experts assess the role of retail work in modern industrial economies in Retail Work. Chapters are arranged thematically to capture four aspects of retail work: the nature of work and the shop floor; work across the supply chain and the wider productive system; the skills used in retailing; and workers as a collectivity.

'I have long felt that retail work 'demands a closer look' and that as Bozkurt and Grugulis argue 'a far more representative workplace of the post-industrial era may be Walmart rather than Google'. This volume argues convincingly for our attention: stressing the significance of skills and skilling, emphasising the diversity of 'shop work' and addressing the corporate policies behind retail work practices. I thoroughly recommend it'

- Professor Michelle Lowe, Professor in Strategy and Innovation, University of Southampton

Available for pre-order on Amazon [here](#).



## International Manufacturing Strategies

From AIM Senior Fellow Professor Chris Voss, AIM Services Fellow Professor Kate Blackmon, and colleague Dr Per Lindberg

Over the last twenty years, there has been an increasing number of factors that have placed the manufacturing strategies of companies and countries in a global context. This book reviews and addresses the global manufacturing strategy area through research in the four major economic areas of the world: Europe, North America, Latin America and Asia. International Manufacturing Strategies: Context, Content and Change is the result of a single major research project undertaken in twenty countries, focusing on the manufacturing strategies and practices in each, and uses research data to focus on factors specific to industrial countries or regions and those which are common across the group of countries or the entire sample.



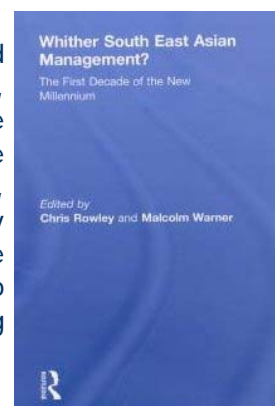
The core of this book is a set of chapters reviewing individual countries. Each country is reviewed in a format with an overall common approach: the socio-economic background; the distinctive results for that country from the research and the link between the two. Most will be illustrated by a small case study of a company. Following this is an integrating review of the findings from various countries, the different trajectories followed, and the impact on external variables and the socioeconomic context on those. The final part of the book is devoted to new ideas and developments in functional areas and in manufacturing strategy that have been developed from the analysis conducted during the research.

Available on Amazon [here](#).

## Whither South East Asian Management?

From AIM Overseas Fellow Professor Chris Rowley and colleague Professor Malcom Warner

This book examines the directions in which various structures and processes of management and business are moving in South East Asia, covering Indonesia, Malaysia, Thailand and Vietnam. It aims to update previous works in the field covering management and business in these countries. It goes on to deal with a wide variety of themes and issues, functional and practice areas, sectors and organisational types. Many key sectors are also covered, such as finance, retailing, telecoms, etc. The types of organisations covered range from multinational companies to state-owned enterprises. The contributors cover current and ongoing developments of these themes, particularly in the context of globalization.



The book also addresses the future directions management may be moving in this important part of the international economy. The authors are all experts in their fields and are all based in universities and business schools in the region, within the respective countries involved. The work is aimed at undergraduate and postgraduate students in business administration especially those on MBA programmes, development economics, management studies and related fields, as well as lecturers in those subjects and researchers in the field.

This book was published as a special issue of Asia Pacific Business Review.

Available on Amazon [here](#).

## Journal articles

Done A., Voss C.A. & Rytter N., (2011) "Best practice interventions: Short-term impact and long-term outcomes", *Journal of Operations Management*

Fichter, M., Helfen, M. & Sydow, J. (2011) "Employment Relations in Global Production Networks - Initiating Transfer of Practices via Union Involvement", *Human Relations* 63

Kasabov, Edward (2010) "The Compliant Customer", *MIT Sloan Management Review* 51(3): 18-9.

Kasabov, Edward and Alexander Warlow (2010) "Towards a New Model of 'Customer Compliance' Service Provision" *European Journal of Marketing* 44(6): 700-29.

Manning, S. & Sydow, J. (2011) "Projects, paths, practices: Sustaining and leveraging project-based relationships", *Industrial & Corporate Change* 22

Murray, A., Haynes, K. & Hudson, L.J. (2010) "Collaborating to achieve Corporate Social Responsibility and Sustainability?: Possibilities and Problems", *Sustainability, Accounting, Management and Policy Journal*, Vol. 1: 2, pp. 161 - 177.

Schreyögg, G. & Sydow, J. (2010) "Organizing for Fluidity? On the Dilemmas of New Organizational Forms", *Organization Science* 21 (6)

Schreyögg, G., Sydow, J. & Holtmann, P. (2011): "How history matters in organizations - The case of path dependence", *Management & Organization History* 6 (1)

Sydow, J., Lerch, F., Huxham, C. & Hibbert, P. (2011) "A silent cry for leadership: Organizing for leading (in) clusters", *Leadership Quarterly* 22

## Upcoming Events

## **Myths and Realities 8: Manufacturing matters - doesn't it?; 2nd March 2011; British Library**



AIM is pleased to promote this event as a part of its Memorandum of Understanding with the British Library.

Wednesday 2nd March 2011, 6.30 - 8.00pm (followed by pay bar); British Library, 96 Euston Road, London NW1 2DB

Cost: £6, £4 concessions

It's easy to assume that manufacturing is no longer important to the British economy. After all there has been a steady decline in the importance of the sector since the 1960s. Even so, it still accounts for at least one in 10 jobs and a significant proportion of exports.

This debate will explore the evidence, making sense of the statistics and the issues.

Chair: Professor Sir Mike Gregory, CBE, Department of Engineering, University of Cambridge

### Speakers:

Professor John Bryson, Professor of Enterprise and Economic Geography, University of Birmingham

Finbarr Livesey, Director for the Centre of Industry and Government, University of Cambridge

Fiona Toye, Chief Executive, Toye, Kenning and Spencer, Birmingham

To book your place, please see the British Library [website](#).

## **Digital science and knowledge boundaries in complex innovation; 10th March 2011; University of Edinburgh Business School**

With AIM Visiting International Fellow Professor Deborah Dougherty, Rutgers Business School, Rutgers University

Thursday 10th March, 4.00pm, The Auditorium, the University of Edinburgh Business School, 29 Buccleuch Place, Edinburgh

AIM VIF Professor Deborah Dougherty will be giving this University of Edinburgh Business School Innovation Lecture, discussing her work on the effects of digitization on complex innovation processes, in this case drug discovery.

In drug discovery, scientists need to make sense of ambiguous findings and grapple with numerous unpredictable interdependencies over many years of product development. Digitalization has combined with expanding science to address this complexity, creating new ways to measure, analyse and model chemical compounds, diseases and human biology.

Professor Dougherty's research examines the knowledge faultline between digital scientists, who use computers as laboratories and manipulate signs, and therapy scientists, who use conventional laboratories and manipulate physical material. She proposes that digitalization creates a new form of knowledge that provides essential complementary insights for complex innovation that cannot exist otherwise. However, digitalization also creates new knowledge boundaries that concern central activities of innovation. These boundaries highlight challenges of complex innovation that digital sciences can help address, but only if innovation activities are transformed so that digital and therapy sciences can integrate their complementary knowledge.

For more information including how to attend this lecture, please contact Dr Luciana D'Adderio at [L.D-Adderio@ed.ac.uk](mailto:L.D-Adderio@ed.ac.uk) or contact her AIM Fellowship Website ([www.dependableinnovation.org](http://www.dependableinnovation.org)).

**Workshop for young scholars with AIM VIF Anita McGahan: Research questions and research design; 14th March 2011; Imperial College London**

With AIM Visiting International Fellow Professor Anita McGahan, Rotman School of Management, University of Toronto

Monday 14th March, 10:00 - 15:00, Imperial College London, South Kensington Campus, London SW7 2AZ

Prof. Anita McGahan, AIM Visiting International Fellow and Associate Dean of Research at the University of Toronto's Rotman School of Management, will offer a perspective on the issues and opportunities that scholars in Strategic Management and Organization face in their research agendas. The discussion will focus on the framing of research questions and research design.

Participants will be encouraged to describe the challenges that they face in their own research. In an afternoon, participants and Professor McGahan will discuss processes for resolving the challenges.

This workshop will be particularly suitable for young scholars using quantitative methods. Individuals interested in participating should submit a paper (work in progress) in advance along with a half-page description of the challenge, issue or problem that concerns them about the paper. Also attach a one-page CV, and submit everything as one single Word or Acrobat document. Places will be allocated according to fit, quality and career stage.

The workshop is organized by AIM Management Practices Fellow Markus Perkmann.

Send your application to Maryam Philpott ([m.philpott@imperial.ac.uk](mailto:m.philpott@imperial.ac.uk)).

**Renewing the relevance of business schools and private military corporations in the post-Cold War era; 18th March 2011; Judge Business School**

With AIM Visiting International Fellow Professor Anita McGahan, Rotman School of Management, University of Toronto

Friday 18th March, 12:00 - 13:00, Castle Teaching Room, Judge Business School, University of Cambridge

AIM Visiting International Fellow Anita McGahan will first talk about her agenda for how business schools should be transformed to deliver prosperity and growth for everyone rather than principally for shareholders in large, publicly traded and publicly held corporations. She will then report on findings from a research project that she is conducting with Joel A. C. Baum on private military corporations.

For more information including how to attend, please contact Ella Hewitt at [E.Hewitt@jbs.cam.ac.uk](mailto:E.Hewitt@jbs.cam.ac.uk)

Joint events with the **APTN Network** as part of the Asia Management and Business Seminar Series

**Overseas M&A by Chinese companies and the implications for managers in Europe and the US; 31st March 2011; Fasken Martineau, London**

With Professor Peter Williamson, Judge Business School, University of Cambridge  [www.aptn.org](http://www.aptn.org)

Thursday 31st March, 17:00 - 19:15, Fasken Martineau, 17 Hanover Square, London, W1S 1HU

### Dragons at the Door: The evolving advantage of Chinese companies and options to respond

This discussion will examine how the competitive advantage of leading Chinese companies - the emerging dragons - is evolving. Building on the base of cost innovation - in essence, using China's low cost advantage in radically new ways to offer dramatically more for less, we will examine the implications of a recent upsurge in technological innovation in China and the use of foreign acquisitions by Chinese companies to improve their competitive capabilities. This leads us on to the question: How should managers in incumbent firms respond?

### **Outsourcing to India: The implications of legal process outsourcing; 10th May 2011; Fasken Martineau, London**

With Professor Mari Sako, AIM Senior Fellow and Professor of Management Studies, Said Business School, University of Oxford

Tuesday 10th May, 17:00 - 19:15, Fasken Martineau, 17 Hanover Square, London, W1S 1HU

India has led the way as a centre for outsourcing in the Information Technology industry (the "Bangalore phenomenon"). More recently, India has been moving up the value chain into territory known as Business Process Outsourcing, whereby increasingly complex business processes are being sub-contracted to India. These processes are mostly routine, including back-office functions such as such as billing or purchasing, and front office ones such as marketing and technical support. Given the increase in India's experience with outsourcing, it is not clear where the limits for this phenomenon might be.

Mari Sako has been studying legal services, which is a sector which has started to support a significant amount of outsourcing to India, the Philippines and elsewhere. She will explain the dynamics of this outsourcing and will ask what the implications are for other more complex, knowledge-based industries.

#### **Costs:**

- **Free to Fasken Martineau clients, APTN's annual supporters and AIM Fellows**
- **£40 + VAT (Executives)**
- **£20 + VAT (Asian citizens/institutions, officials, executives from Small Companies)**
- **£10 + VAT (Academics)**
- **Free for the Media**

**To register your interest for either of these events - please send your details (name, institutional affiliation, email address, phone number - and the category you come under) to [aim@aptn.org](mailto:aim@aptn.org).**

### **The Association of Business Schools Annual Research Conference; 6th April; Cardiff Business School**

Managing Business and Management Research in the Lead Up to REF 2014 - hosted by AIM Senior Fellow Professor Rick Delbridge and Professor George Boyne



Wednesday 6th April, 8:30 - 15:30, Cardiff University, Glamorgan Building, King Edwards VII Avenue, Cardiff CF10 3WT

This year's Association of Business Schools Annual Research Conference will feature a keynote speech from AIM Senior Fellow Professor Julian Birkinshaw and significant updates on AIM Research from Director Professor Robin Wensley and Deputy Director Professor Andy Neely, as

well as contribution from Linda Arnold-Stratford, Lead Content Specialist of the new Management & Business Studies Portal at the British Library.

For more information see the conference website [here](#).

## **Improving performance and getting profitable growth in difficult times; 19th May 2011; University of London**



Thursday 19th May 2011, 17:00 - 21:00  
Senate House, University of London, Malet St, City of London, WC1E 7HU

Cost: £25



A collaborative event from **AIM Research** and the **Chartered Management Institute**

News of a 0.5 percent contraction in UK's economy shocked the whole business community. In a challenging time when many of us fear a double-dip recession and face increasing uncertainties and competition, what can managers do to improve individual and organisational performance and achieve a profitable growth?

Following a successful joint event in 2010 on employee engagement, AIM Research and the Chartered Management Institute work together again this year and invite leaders from government, academia, and industries to explore how businesses can move forward in difficult times. The event includes two sessions:

### **The Managerial Change**

During the first session, we look into challenges faced by managers. Our invited speakers will provide various insights including the policy framework of the growth agenda, ways in which results of management research can be used to practical effect in improving performance and the particular importance of effective management of people.

Chair:

Lord John Eatwell - a companion of the CMI

Panel Speakers:

Ken Warwick - Interim Director General, Economics BIS (TBC)

Professor Andy Neely - Deputy Director, AIM

Tony McCandless CMgr FCMI - Global Services Delivery Business Transformation Lead, Dell

### **The Global Perspective**

In this session we will look at the topic with a global perspective. Our joint chairs will each provide a wider perspective on some of the issues, particularly focussing attention on the challenges from both Asia and the Pacific. The session will then be open for a general Q and A.

Panel Speakers:

Dr Louis Turner - Chief Executive, Asia-Pacific Technology Network

Professor Simon Collinson - AIM Ghoshal Fellow / Professor of International Business & Innovation, Warwick Business School

**The evening will conclude with a networking drinks reception.**

For more information or to book your place please [click here](#).

## Calls and Opportunities

### 29th International Labour Process Conference; 5th - 7th April 2011; University of Leeds

#### Keynote Speakers

Professor Gerhard Bosch, Universität Duisburg-Essen  
 Professor Karel Williams, CRESC, The University of Manchester



The International Labour Process Conference is one of the longest established and best known forums for the analysis of all aspects of work and employment. As it approaches its 30th anniversary, ILPC has earned a reputation as a cornerstone of empirical research and cutting edge theoretical debate within the labour process and sociology of work.

Every year, the conference brings together academics and policy makers from sociology, business and management studies, industrial relations, organizational analysis and a range of other disciplines to discuss developments in the field, present their research and initiate new collaborations.

For more information including how to register for this event please [click here](#).

### Annual Organisational Learning, Knowledge and Capabilities (OLKC) Conference; 12th - 14th April 2011; Hull University Business School

Registration is now open to attend the 2011 OLKC Conference, **Making Waves**



The notion of 'Making waves' is familiar to us all. It is a common theme when discussing learning and knowledge and focuses on 'impact' - a central concern of academics and practitioners. Making waves relates to previous conference themes, such as 'connecting worlds' and 'the many senses of organisational learning and knowing'.

Making waves implies action, change and impact, in terms of exploring new ways of thinking and learning, the possibilities of different forms of knowledge, and the consequences for practice. What challenges and opportunities are opening up to management and organisational researchers and educators? Which waves must we surf, or surrender to? Which shorelines are changing? What knowledge will guide us? What are our landmarks and what new territory is being mapped and shaped?

What undulating lines can we trace through learning and knowledge? How do we produce work which will make waves? As organisational learning and knowledge grows in maturity as a field, what will be the new waves? At OLKC 2011, to quote Serres '...our chance is on the crest'

For more information on how to attend, please see the conference [website](#).

### Call for Papers - Deadline 31st March 2011

#### The Legacy of FW Taylor: 100 Years of scientific management; 20th - 21st October 2011; Prato, Italy

2011 marks the 100th anniversary of Frederick Winslow Taylor's highly influential book, regarded by many as the real beginning of management as a discipline - both in practice and as an academic field. It had important effects on workplace relations, on industrial psychology, organizational theory, public administration, work motivation, time and motion studies, even engineering, information systems and accounting.



Taylorism became a well-known term.

But Taylor's work has always been highly controversial. An odd person, his work is regularly criticised. It arguably remains the basis for management practice in many areas - Ford's assembly line drew directly on Taylor, and even contemporary forms of lean manufacturing and lean thinking in public services can be regarded as a form of neo-Taylorism. The search for the 'one-best-way', characteristic of Taylor, has been criticised for taking away the dignity of the worker, whilst an enduring body of critics argue that the application of 'scientific management' have resulted in de-skilling the work and worker. It has been argued that this has extended beyond the shop floor into white collar and professional work.



This international conference aims to consider a fundamental reassessment of Taylor's scientific management after a hundred years and its continuing relevance as a focus of both management theory and practice in the 21st century. This is timely as the private and public sectors in countries like the USA, UK and other parts of Europe are engaged in restructuring and transformational change, where the machine metaphors of Taylorist thinking may be siren voices in change.

If you are interested in submitting a paper or registering to attend this event, please contact Annette Nicol at [annette.nicol@monash.edu](mailto:annette.nicol@monash.edu) or visit the conference [website](#) for more information.

### 18th International Annual European Operations Management Conference; 3rd - 6th July 2011; University of Cambridge

Registration is now open to attend the 2011 International Annual **EurOMA** Conference, and this year it will return to Cambridge where the conference was first held in 1994 when around 140 people joined together for the first time to discuss "Operations strategy and performance".



EurOMA conferences have a long standing tradition of critical discussion and drive for quality research in an open and friendly atmosphere. Social events are planned to allow the blending of networking among participants and the exploration of the beautiful city of Cambridge.

The 2011 conference will be preceded by the EurOMA Doctoral Seminar on 1 and 2 July and the Young Scholars Workshop on 3 July. The conference will be hosted by the Judge Business School and the Institute for Manufacturing at Cambridge University.

For more information on this event including how to attend, please see the website [here](#).

### 25th British Academy of Management Conference; 13th - 15th September 2011; Aston University, London



Registration is now open to attend the 2011 **BAM** Conference, **Building and Sustaining High Performance Organisations in a Challenging Environment**

As public sector cuts begin to bite into many economies and private sector organizations seek to climb out of the recession, managers at all levels and in many countries face enormously

challenging environments. Not the least of these is the requirement to innovate in order to improve products, services and processes in organizations rather than simply cut costs. Another is the task of maintaining employee engagement and protecting enlightened staff management practices in the face of external threats. These challenges exist constantly in organizations, but rising to meet them effectively is all the more important in these difficult times. How can we develop organizational cultures that value innovation, engagement and courage in challenging environments?

The 25th British Academy of Management conference offers access to research carried out by those who seek to offer answers to these and many other critical management questions. For those seeking solutions to the problems we face, the conference is a rich source of knowledge and an opportunity to find alternatives to the status quo in our understanding of management, performance, organizations and the nature of the challenges that we face.

For more information including how to register, view the event website [here](#).

**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](mailto:caroline.brown@wbs.ac.uk) or see our [Frequently Asked Questions](#) page. The next issue will be released on the 1st June 2011 - if you would like to make a contribution the deadline for submissions is 24th May.**

[Forward email](#)



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