

LETTER FROM THE PRESIDENT

Welcome again to the new look Newsletter. Feedback so far is very positive. But like any Newsletter, we live and die over our content. So my first request is to try and entice you to write something from your country or perspective that might be of value to other members. Content can be as large or small as you wish but some 500 words will be a good average. Please send any material to Swapnesh Masrani on <sm7@st-andrews.ac.uk>

EURAM held an Executive meeting recently in Bled-the sight of the doctoral colloquium for the 2008 conference in Slovenia. Present by invitation were our Slovenian organizing committee from CEEMAN, IEDC Bled and the Department of Economics at the University of Ljubljana. It is a tradition for the Executive to meet at the site of the annual conference prior to its start in order to make sure that all that can be done has been done to make a successful event. The Executive were very grateful for all the effort and creativity that our Slovenian colleagues had made on EURAM's behalf. Other matters of concern included the location of future conferences and EURAM has received a firm offer from Rome as a location for EURAM 2010 and was considering venues for 2011 and 2012. If you would like to

launch a suggestion, please let Neils Noorderhaven now on <n.g.noorderhaven@uvt.nl>. To date, local conference hosts have carried the full financial and organisational risk. The Executive has decided to try and make it more attractive to local hosts by relieving them of most of this burden. From 2010, EURAM will carry the financial risk and carry out most of the organisational duties through the EIASM offices in Brussels. We will employ a part time administrator from May 2008, to begin this and other EURAM duties.

The Executive noted that membership numbers have stabilised around 850 (see membership history in this edition of the Newsletter) and there was a sense that this figure could be doubled at least in the short run with the right tactics. The EMR will have a change of Editorship during 2008 and plans are being hatched to develop the journal further, to include it in the citation index and to consider a conference-related special issue. The new editors will be introduced at EURAM 2008 and are likely to play an important ambassadorial role at other conferences e.g., AoM. On a separate issue, it was noted that countries with more than 10 members are entitled to a position at the National Council. Voting will take place shortly for those countries who have met this criterion recently and we hope to welcome new delegates to Slovenia.



Peter McKiernan

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On the research front, the Executive considered a paper from its Research Director Henk Volberda (see the last issue of this Newsletter). From this report, it was agreed to start talks with EIASM about a research portal for European academics that would provide access for scholars to, inter alia, the 'grey' publications (e.g., work in progress, unpublished doctoral theses etc.). In addition, EURAM is to introduce Special Interest Groups for its core, generic areas e.g., strategic management, Corporate Governance, Entrepreneurship and so on. These groups are likely to play a major role at the annual conference. Finally, EURAM hopes to begin a Directors of Research network to include individuals responsible for research issues in their Department, School, Centre or Institute. It may be that we run training courses to help them prepare better for the task ahead.

I hope to see any of you in Bled and Ljubljana in May.

Meantime, my very best wishes,
Peter

Professor Peter McKiernan
Dean, School of Management,
University of St Andrews,
Scotland

2008 CONFERENCE MANAGING DIVERSITY: EUROPEAN DESTINY AND HOPE 14-17 MAY, LJUBLJANA & BLEED SLOVANIA

Dear Colleagues,
Dear Conference Participants,

CEEMAN, the Faculty of Economics-University of Ljubljana, and the IEDC-Bled School of Management, the tripartite consortium that is hosting the EURAM 2008 Annual Conference are happy to announce that the main preparatory activities for the biggest European gathering of management researchers, scholars and practitioners have been successfully accomplished.

Exciting Conference Program

Based on 75 track proposals, the EURAM 2008 Scientific Committee selected 41 different tracks including EURAM generic tracks on eight key managerial disciplines, as well as 34 fascinating tracks on various aspects of diversity and their implications for management. They attracted 673 paper submissions from 49 countries from all six continents.

More than 520 high quality papers from 44 countries (29 European countries, of which 11 from Central and Eastern Europe; seven from Asia, three from North America; one from South America; two from Africa: and two from Australia and Oceania) qualified for the presentation in the conference through a double-blind review process in which more than hundred track chairs and almost a thousand paper reviewers were involved.

The conference papers address both the challenge and opportunity aspects of diversity at the individual, organizational and social levels. While recognizing complex and delicate managerial and leadership challenges related to diversity, they also show the opportunity dimension emphasizing diversity as an inexhaustible source of creativity, innovation, and breakthrough thinking. The importance of the European voice in this field goes far beyond the European borders. The ideal of building and sustaining global competitiveness while maintaining social harmony is universal.

The idea of promoting the quality of research while recognizing and celebrating diversity has also been materialized through the organization of the EURAM 2008 Doctoral Colloquium where 40 younger researchers, doctoral students and future management educators will present their achievements and work in progress and receive feedback from their senior colleagues. This will be an additional contribution which EURAM and CEEMAN have been providing towards the strengthening of the European research and management development approaches, philosophy and capacity building.

Researchers will also have a special opportunity to attend the Meet the Editor session and learn how best to prepare their research results for a broad exposure and international publishing. On the other hand, the



Ljubljana Riverside walk

2008 CONFERENCE MANAGING DIVERSITY: EUROPEAN DESTINY AND HOPE 14-17 MAY, LJUBLJANA & BLED SLOVANIA

presence of the major international publishers will enable the participants to get acquainted not only with the latest publications in a whole spectrum of management related fields but also with the exciting books yet to be published.

Such a superb academic program will be realized in a highly diverse, multidisciplinary, multi-departmental, multi-institutional, and multicultural environment that some 800 participants from all over the world will create by bringing and exposing their own approaches, views, research methodology, tools and results, experiences, philosophy, tradition, and values.

EURAM 2008 will provide also opportunities to celebrate high achievements in several fields. The following awards will be given at a special ceremony, during the gala event scheduled for Friday evening in Postojna:

- The Imagination Lab Award
- The best paper from the EURAM 2008 Doctoral Colloquium
- Emerald's prize for the best paper in the track on Gender Equality and Diversity in Management

Outstanding Conference Speakers

The Conference will be opened by Dr *Danilo Türk*, President of the Republic of Slovenia. Such high recognition of the importance of the conference topic and the role of the European management research and leadership development is getting an additional dimension at the time when Slovenia is presiding over the European Union.

Dr *Janez Potočnik*, European Commissioner for Science and Research, will share his views and firsthand information on the European research policies to foster diversity and European competitiveness. He will also speak about the policy, measures, funding priorities and opportunities to foster pan-European management research and cooperation in the field of management and leadership development.

The participants will have a unique opportunity to discuss with world famous thinkers in management and associated fields:

- *Ichak Adizes*, one of the world leading authorities on change management whose theory is heavily based upon diversity, mutual trust and respect (you can see an interview with Dr Adizes on Diversity and Leadership, specially made on the occasion of EURAM 2008 on www.ceeman.org)
- *Jean-Pierre Lehmann*, Professor of International Political Economy at IMD in Lausanne, Founding Director of the EVIAN Group, a collation of business, government and opinion leaders committed to an open, inclusive, equitable and robust world economic agenda,
- *Slavoj Žižek*, world famous Slovenian sociologist, postmodern philosopher and cultural critic, whose works cover a number of issues including those related to postmodernism, globalization, multiculturalism, tolerance, subjectivity, human rights, etc.

**2008 CONFERENCE
MANAGING DIVERSITY: EUROPEAN DESTINY AND HOPE
14-17 MAY, LJUBLJANA & BLED SLOVANIA**

Fascinating Environment for Strengthening Professional and Personal Networks

The EURAM 2008 Conference will be held in Ljubljana and Bled. Slovenia, a small country of elegant surprises, located on the sunny side of the Alps, is the meeting point of the cultures of east and west, where the old comes together in harmony with the new. In the charming city of Ljubljana, you will also see the remainders of all five millennia of its history, including the legacy of the Roman town of Emona and the Old Town with its medieval castle. An even older castle on the 100 m high rock above the dark blue water of the Lake of Bled with a fascinating panoramic view on the island will inspire you to reflect on the harmony and beauty of nature, as well as on the geographical, historical and cultural aspects of diversity. In the world famous Postojna Cave you will experience once again the breathtaking power and secrets of nature. Throughout the event you will enjoy the famous Slovenian hospitality and cuisine.

This all will provide a creative environment not only for mutual learning and intellectual exchange, but also for strengthening old friendships and creating new ones. As never before, the EURAM 2008 Conference will bring together people from all over the world. The superb professional content and an exciting social program will motivate you to expose your professional achievements and personal values, and also benefit from the respective diversity of your colleagues from all over the world.

Looking forward to meeting you all on 14-17 May in Ljubljana and Bled

On behalf of the EURAM 2008 Organizers

Milenko Gudić



Bled Island

2009 CONFERENCE

11th – 14th May, Liverpool, UK Renaissance and Renewal in Management studies

Conference Organisers: Professor Terry McNulty (Chair), Dr Robin Holt, Dr Allan Macpherson and Professor Elena Antonacopoulou.

NEWS FROM THE NATIONAL REPRESENTATIVES

From **Sweden, Anders Soderholm** reports: A new Swedish association for business schools and business studies departments at universities and university colleges has been formed in February 2008 under the name "The Business Administration Association of Sweden" (Föreningen Företagsekonomi i Sverige). The purpose of the

new association is to promote development of academic education and research within the business administration field in Sweden. More information can be obtained from the web site www.fekis.se (in Swedish).

EURAM MEMBERSHIP HISTORY

Euram Membership History: Top Ten Countries by Year

		Years							
		2001	2002	2003	2004	2005	2006	2007	2008
Countries	Austria	-	-	-	-	10	-	-	-
	Belgium	10	10	-	-	-	-	-	-
	Denmark	9	9	8	10	-	-	-	10
	Finland	8	8	4	5	5	10	10	6
	France	6	6	10	7	9	6	5	2
	Germany	7	7	7	6	4	2	6	4
	Netherlands	5	5	5	8	8	9	-	8
	Norway	-	-	9	9	6	-	3	-
	Italy	2	2	6	2	7	3	2	3
	Spain	1	1	3	4	2	4	4	5
	Sweden	3	3	2	3	3	5	7	9
	Switzerland	-	-	-	-	-	8	9	-
	UK	4	4	1	1	1	1	1	1
	USA	-	-	-	-	-	7	8	7

Notes:

- 1) The position of each country in membership terms is determined to a large extent by the location of the EURAM conference in the previous year as membership is included in the conference fees. For instance, the conference 2008 figures show France has moved from 5th position to 2nd position after the conference in Paris in May 2007. Similarly, 2006 figures show that Germany moved from 7th position in 2003 to 2nd position in 2006 after the conference in Munich in 2005.
- 2) The dominant share from the UK is explained by the need for research output driven by its national Research Assessment Exercise.

NEWS FROM THE EURAM COMMUNITY

Michael Mol (U. of Reading) has recently published a monologue called '**Outsourcing: Design, Process and Performance**' with Cambridge University Press. The book is centered on the question how outsourcing design and outsourcing process feed into the performance of firms. The book reviews a large number of previous studies on outsourcing and then presents a unified perspective on how outsourcing impacts on firm performance. It draws on managerial, economic and sociological perspectives among others.

Michael Mol (U. of Reading) and **Julian Birkinshaw** (London Business School) have recently published a new book primarily aimed at practitioners, entitled '**Giant Steps in Management: Innovations that Change the Way we Work,**' with FT Prentice Hall publishers. Giant Steps in Management deals with how innovation in management has come about. It presents a thought provoking selection of the most important management innovations of the last 150 years and examines their impact on management today. But the book also considers how the management innovation process itself took place, the role of key management innovators, and how these people overcame a bewildering array of obstacles.

New research will lead to 'world class' programme management. Research launched by EDS and Cranfield School of Management has highlighted the need for programme managers to look beyond the processes they use to achieve 'world class' performance. The research was conducted by a new pioneering **International Centre for Programme Management (ICPM)**, a full-time research facility based at Cranfield, aimed at developing expertise in programme and project management, essential components in the delivery of large-scale IT transformation, and IT and business process outsourcing.

The increasing complexity of large-scale change programmes in the public and private sectors means that the challenges being faced in practice are developing fast. New tools, techniques and approaches are needed to reduce the risk associated with these programmes. This centre of excellence will provide industry with the practical results of research, training and insights, to foster successful programme management, which lowers costs, paves the way for increased innovation and increases productivity.

EDS and Cranfield will form a joint governance board providing guidance and direction for research and initiatives. Although EDS and Cranfield are the founders of the Centre, future contributions will be invited from a group of core partners

who are known to be programme management leaders in their respective fields. Their participation will be as both a beneficiary of insight developed by the Centre and as a contributor to that insight. As the Centre develops, additional (non-core) partners will also be attracted. This will be a larger population of organisations who will join the Centre for access to leading thinking and training.

Cranfield School of Management and EDS have jointly undertaken research over the past year to develop a baseline for programme management performance. Through this research, released today, EDS and Cranfield have identified a set of 78 indicators to benchmark performance against 'world class' programme management. This initial benchmarking study forms the first part of a programme of research into what capabilities are required to achieve 'world class' programme management performance. The next stage is the deployment of existing world class practices, the development of new practices, and the testing of current and innovated practices using an evidence-based approach.

Co-author of the research report and Director of the ICPM, **Dr Harvey Maylor** from Cranfield School of Management said: "Programmes differ from projects in many dimensions, including scope, complexity and duration of

NEWS FROM THE EURAM COMMUNITY

impact on stakeholders. The approaches derived from project management are therefore no longer appropriate, and the performance measures that organizations use must be consistent with the very different environment in which programmes operate. The focus needs to be on determining whether a programme delivers value to customers and supports business strategy.”

“The outsourcing industry in which EDS operates is unique in that the client is an integral part of the supply chain, creating complexities not encountered in other fields,” said Bill Thomas, Executive Vice President, EDS EMEA. “EDS has over 45 years practical experience in programme and project management working with clients including DWP, Rolls-Royce and Transport for London. To date however, limited academic research has been published in this field. We view establishing this Centre with Cranfield School of Management as critical in developing and sharing insight, and progressing our industry to the next level.”

Director of Cranfield School of Management, **Professor Michael Osbaldeston** said: “There is a major opportunity through this new centre to bring together practical expertise from across the globe to enable organisations to deliver ‘world class’ programme management. There’s a lot of new knowledge being cre-

ated out there and very few people have the theory and the framework basis to be able to pull that together and build on it. We want to be in the forefront of that knowledge creation process. Our vision is that through rigorous research and practical application, we will be influencing the future direction of the programme management discipline.”

Programme management is the principal means by which organisations deliver corporate strategy. It is a relatively recent discipline which is rapidly evolving as organisations seek to configure their resources to gain the maximum benefit from this approach. Accompanying such a change is the need to develop the knowledge base on which organisations and practitioners can draw to gain such benefit.

Rolf Wüstenhagen and **Jost Hamschmidt** (University of St. Gallen) have co-edited a book titled ‘**Sustainable Innovation and Entrepreneurship**’. Presenting both conceptual and empirical research, this fascinating book addresses how we can combine environmental and social sustainability with economic sustainability in order to produce innovative new business models. Edited in collaboration with Sanjay Sharma (John Molson School of Business) and Mark Starik (George Washington University), the book includes contributions by M. Anttonen, J.A. Aragon-Correa, L. Berchicci, V.O. Biwolü, J.B. Boubaker Gherib, J. Can-de-Francia, N. Dee, A. Ellersiek, S. Ford, C.

Garces-Ayerbe, E. Garnsey, M. Halme, G.I. Kassinis, M. Kuisma, R. Llamas-Sanchez, I. Martin-Tapia, K. Pichel, M. Ramirez-Alesün, S. Sharma, A.C. Soteriou, M. Spence, M. Starik, T. Teppo, and P.A.M. Vermeulen, R.

R.Wüstenhagen, J.Hamschmidt, S.Sharma, M. Starik (Eds.):

Sustainable Innovation and Entrepreneurship (forthcoming April 2008), Edward Elgar Publishing, Cheltenham UK, 336 pp, Hardback, ISBN 978 1 84720 037 2, £ 79.95

Sebastian Desmidt successfully defended his Ph.D. dissertation, “**Towards a better understanding of the mission statement-performance relationship: literature analyses and empirical investigations from a strategic management perspective at the organizational and individual level**” (Advisor: Prof. Dr. Aimé Heene), at Ghent University last February 22th. His dissertation focuses on the effectiveness of formal organizational mission statements and consists of five studies. The first study focuses on the relationship between mission statements and financial performance by means of a meta-analysis. As the conducted meta-analyses indicated that the study

NEWS FROM THE EURAM COMMUNITY

outcomes are influenced by operationalization decisions, the second study examines the methodological characteristics of empirical mission statement research by means of a systematic literature analysis. One of the eye catching conclusions was the fact that the majority of research is conducted at the organizational level while research at the individual level is virtually non-existent. Intrigued by these findings, a series of studies was set up to address the identified research gap. Consequently, the third study assessed the mission statement perceptions of the organizational members of a Flemish hospital. The study findings indicate the existence of mission statement perception gaps between managers and non-managers. The results of the explorative study urged us to examine the communication effectiveness of and organizational support for mission statements more thoroughly (Studies four and five). In total, 4443 questionnaires were distributed in four organizations in order to assess (a) the degree of management of mission statement meaning by organizational members (measured by Fairhurst's Management of Meaning Scale), (b) its antecedents (derived from the Theory of Planned Behavior), and (c) its relationship with specific organizational perceptions. The collected data was analyzed by means of structural equation modeling. More information about the study

results can be obtained from the author (Sebastian.Desmidt@ugent.be).

Hendrik Stouten, PhD student at the Institute for Agricultural and Fisheries Research and Ghent University, is invited by London Business School for a research stay of three months. The aim is to work on a system dynamics model visualizing the impact of policy instruments on the Belgian fishing fleet performance and dynamics.

CALL FOR PAPERS, CONFERENCES, RESEARCH GRANTS, ETC

Governing the Business Enterprise: Ownership, Institutions, and Society

Venue: CNAM, Amphitheatre « Aimé Laussedat » (n° 3) 2, rue Conté - 75003 Paris

22nd and 23rd May 2008

The state of business governance and regulation currently is under strict scrutiny. Organised under the auspices of "The "European Association for Evolutionary Political Economy" (EAEPE), this international conference aims to provide a valuable and timely contribution to this debate by convening leading world-wide scholars from different disciplines concerned with the governance and regulation of the business enterprise. They will share their specialised knowledge and thus contribute to developing a comprehensive understanding of the management, governance and regulation of the business enterprise and of its social responsibility.

Web Site : <http://eaepe.cnam.fr/>

Contact : Yuri Biondi (CNRS, CERAG & CNAM, CFA), <http://yuri.biondi.free.fr/>

R&D Management Special Issue: “Open R&D and Open Innovation

Submission of Abstract (or Full Papers) **8th May 2008** ** Submission of Full Papers before 6th July 2008
** Feedback and Revisions August– October 2008 ** Acceptance for Publication December 2008 **
Publication 2009

This special issue aims to deepen managers’ and researchers’ understanding about the management of ‘open R&D’ and how it can support open innovation. It aims to provide a comprehensive overview of the current state of the art, from a theoretical and practical perspective. It also aims to advance the state of the art and to stimulate further research. Submissions are invited from management researchers or collaborative teams (academics with practitioners) and may be based on conceptual, theoretical or empirical research. Authors can submit abstracts across a wide spectrum of topics in open R&D and open innovation. They will be quickly advised about the suitability of their proposed paper before being invited to prepare a full paper. Papers presented in the innovation track at EURAM 2008 in Ljubljana and Bled, Slovenia (14-17 May), at the R&D Management Conference 2008 in Ottawa, Canada (17-20 June), and at the R&D Management Advanced Workshop 2008 in Linköping, Sweden (15-16 September) will automatically be considered for publication either in this Special Issue or in other issues of the journal. The Editors welcome informal discussion by email at an early stage. Papers are encouraged which link state-of-the-art thinking and research with a practical perspective. Submitted papers should not have been previously published nor be currently under consideration for publication elsewhere. All papers will be refereed through a double-blind peer review process.

Please submit your papers electronically to Ellen Enkel (ellen.enkel@unisg.ch) with a copy to RnDManagement@mbs.ac.uk. A guide for authors, sample copies of the journal and other relevant information for submitting papers are available on the R&D Management website:
<http://www.blackwellpublishing.com/journal.asp?ref=0033-6807&site=1>

8th International Conference on Competence-based Management (ICCBM): Perspectives on Management Theory, Research, Practice, and Education

Venue: Copenhagen Business School, Copenhagen, Denmark, (Conference site: Kilevej 14A, DK-2000 Frederiksberg, Denmark)

Conference and Workshop Convenors, Professor Ron Sanchez, Copenhagen Business School,
Professor Aimé Heene, Ghent University

Conference and Workshop Host, Copenhagen Business School, Department of Innovation and Organizational Economics, Kilevej 14A – DK-2000 Frederiksberg, Denmark

Conference: Wednesday to Friday, 1-3 October 2008

Pre-conference Doctoral Workshop: Monday and Tuesday, 29-30 September 2008

Managing competences across the boundaries of the organization and its industry: Collaborating for competence building and competence leveraging in dynamic markets

While *papers on all competence topics are welcome*, this conference especially invites paper that explore how collaborating with a variety of partners can create unique economic benefits in building and leveraging competence for sustained competitiveness in dynamic product and factor markets of firms and other types of organizations.

Objectives of the Copenhagen Conference

A key (but not exclusive) objective of the Copenhagen Conference is to further our theoretical and practical understanding of the benefits that organizations of any size and kind can obtain from collaborating with a variety of partners within and outside their industry to build and leverage knowledge, skills, capabilities, and competence for sustained competitiveness in dynamic, unpredictable product markets and resource markets. *Nevertheless, the Conference welcome papers that cover any aspects of theory development, empirical research (qualitative as well as quantitative), management education, and management consulting within the competence perspective.*

We especially welcome papers that shed light on the strategic and operational advantages that small and medium sized enterprises and non-profit organizations can realize from collaboration and that offer these organizations opportunities to overcome the constraints they face in building and leveraging competences in dynamic markets.

To create an environment for open discussion, the conference invites multiple kinds of participation and presentations:

- Presentations by academics, management consultants, and managers
- Formal presentations of (theoretical and empirical) research papers by management researchers
- Panel discussions of key topics

In addition to scheduled presentations, time will be allocated for informal networking and discussions during the three days of the conference.

Specific topics for the Copenhagen conference

Within the general theme of the conference, the organizers welcome theoretical, empirical, and practical papers on the following (non-exhaustive list of) topics:

- How does collaboration allow small and medium sized companies to overcome the limitations of firm size?
- What kinds of collaborative relationships seem to be most promising?
- What are the specific advantages of collaboration for developing the strategic flexibility that is required to remain competitive in dynamic and highly unpredictable product and resource markets?

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- What advantages can result from collaborating with parties outside one's own industry boundaries? What are specific challenges posed by collaboration that transcend industry boundaries?
 - How do collaborative patterns evolve during the growth stages of organizations? What specific benefits can organizations expect from collaboration in each of the stages?
 - How do organizations build and leverage learning skills, capabilities, and competence to continuously improve their benefits from collaborative agreements? What enables and constrains associated learning processes?
 - How do modular product and process designs allow organizations to develop innovative ways of collaboration? What are the specific challenges for developing these collaborations in an industry or product market setting characterized by modular architectures?
 - What new forms of collaboration are inspired by explicitly systemic, dynamic, cognitive, and holistic perspectives on strategic management? What are the unique (economic) benefits that these new forms of collaborations can bring to organizations?

Intended participants for the conference

Participation in the conference is open to anyone with an interest in a dynamic, systemic, cognitive, and holistic perspective on management theory, research, consulting, and education, including (but not limited to)

Management academics and researchers, including doctoral students

Managers and executives

Management consultants

Formats for Formal Participation in the Conference

Two types of submissions for formal participation in the conference program are invited (see further details in the "Call for Papers and Proposals for Panels and Posters" below):

Proposals for formal presentation of accepted papers, with comments by discussants

Proposals for panels to discuss specific issues, topics, or ideas, followed by an open discussion session for all conference participants

Papers and research projects currently under development can be informally presented and discussed in one or more sessions to be scheduled for that purpose.

Please note that any management academics, managers, consultants, or others who do not wish to make a presentation during the conference program are nevertheless welcome to register and participate in the conference and to take advantage of its formal and informal activities.

A post-conference publication in *Advances in Applied Business Strategy* may be organized – depending on the number of publishable papers submitted. Further information on post-conference publication(s) will be provided at the conference.

All paper proposals should be submitted by email to Aimé Heene (aime.heene@Ugent.be) and Ron Sanchez (sanchez@cbs.dk)

Doctoral Workshop

The pre-conference doctoral workshop scheduled for September 29-30 is open to presentation and discussion of any doctoral research that develops systemic, cognitive, dynamic, or holistic perspectives on management or strategy.

The pre-conference doctoral workshop provides an opportunity for *doctoral students* to present and discuss their research within the competence perspective with peers and leading scholars in the field. We welcome presentations on research at all stages of the doctoral dissertation process – *from beginning research designs through to completed dissertations*. The doctoral workshop will include an initial orientation session on “The Competence Perspective: Theory and Research” by Ron Sanchez and Aimé Heene, and other scholars in the competence perspective will be invited to participate.

Doctoral students who want to participate in the doctoral workshop should send a two- page abstract summarizing their research topic, research outline, methodological approaches, and/or any research results (if available) by email to Aimé Heene (aime.heene@Ugent.be) and Ron Sanchez (sanchez@cbs.dk) not later than **June 15, 2008**. Abstracts will be reviewed by the workshop organizers. Acceptances of participants in the doctoral workshop will be advised not later than **July 15, 2008**.

Doctoral students who are accepted will be requested to prepare a presentation on their research (maximum 30 minutes) and will be given the opportunity to distribute papers related to their research at the workshop. Each presentation by a doctoral researcher will be followed by an in-depth discussion of the research by the participants and participating scholars.

Formal paper deadlines:

Abstract (max. 2 pages) : June 1, 2008
Acceptance of abstracts : June 15, 2008
Full papers submission : August 15, 2008
Acceptance of papers : September 7, 2008
Revised full papers : September 22, 2008

Panels:

Proposals : June 30, 2008
Acceptance of proposals : July 15, 2008

Informal presentation sessions:

Proposals : June 30, 2008
Acceptance of proposals : July 15, 2008

For more information on conference including registration and hotel bookings, please visit: www.cbm.net

The 2nd Israel Strategy Conference (ISC 2008)

Venue: Tel Aviv, Israel

Conference: December 28-30, 2008 (Submission Deadline: June 15, 2008)

In a continuous effort to build a thriving international community of strategic management scholars and promote the field of strategic management in Israel, we are proud to announce the 2nd Israel Strategy Conference (ISC2008) to be held in Tel Aviv, Israel, on December 28-30, 2008. The tentative program features keynote speakers such as Joel Baum (U. of Toronto), Daniel Levinthal (Wharton), and Michael Tushman (Harvard). ISC2008, sponsored by the Eli Hurvitz Institute of Strategic Management at the Faculty of Management at Tel Aviv University, offers a unique opportunity to explore recent developments and emerging issues in strategic management, as well as receive feedback on your work-in-progress, and network with colleagues from the field.

We invite paper proposals for possible presentation at the conference. Possible topics include (but are not limited to):

- Strategy formulation and implementation
- Strategic planning and decision processes
- Managing risk and uncertainty
- Strategic control and reward systems
- Resource development and allocation
- Knowledge management
- Internationalization and multinational corporations
- Strategic alliances and networks
- Diversification and portfolio strategies
- Competitive strategy
- Selection and behavior of general managers
- Corporate venturing
- Entrepreneurship
- Corporate governance

Submission guidelines

in the header and should exactly match the title provided in the online submission form. Please do not include any author identifying information in the proposal. To submit the paper proposal, upload your proposal in a Word or PDF file format to the Submissions Section of the ISC website at: www.isc.org.il where additional guidelines will be provided. Presenting authors must be available to present their papers anytime during the conference. There will be no changes in the program to accommodate specific time preferences. If the presenting author cannot be available during December 29-30, please don't submit a proposal. An author may be designated as the presenter of only one paper, but can be listed as a co-author of up to 3 papers.

The Submission Section of the ISC website will be available in early April, 2008. Notices to authors will be sent in early August, 2008, indicating whether the proposed paper has been accepted to a paper or poster session.

ISC Best Paper Award

A select group of papers which received the highest evaluation in the review process will be nominated as finalists for the ISC Best Paper Award. The finalists will be asked to submit a full paper for an additional round of blind-review process by a distinguished panel of reviewers. The selected winner(s) of the ISC Best Paper Award will receive a plaque and a \$1,000 cash prize sponsored by Rotem Strategy.

Conference Registration

Registration to the conference will open on August, 2008 on the ISC website at www.isc.org.il Payment instructions will be made available on the website.

The conference registration fee is as follows:

Early registration fee:	NIS 400
Early registration fee for students:	NIS 250
Late registration fee:	NIS 500
Late registration fee for students:	NIS 300

Conference co-organizers: Niron Hashai (Hebrew University) - nironH@huji.ac.il , Dovev Lavie (Technion & UT Austin) - dlavie@tx.technion.ac.il , Ithai Stern (Northwestern University) - i-stern@kellogg.northwestern.edu

Advisory committee: Shmuel Ellis (Tel Aviv University) – sellis@post.tau.ac.il , Avi Fiegenbaum (Technion) - avif@ie.technion.ac.il , Avi Meshulach (Hebrew University) - msavim@pluto.mscc.huji.ac.il

EURAM JOB MARKET

The **European Academy of Management** launches the first edition of a job market for researchers (PhDs and PhD candidates, assistant professors, associate and full professors), whose research is concerned with one of the several fields of management studies. The main goal is to manage and diffuse the relevant information concerning higher education and research institutions and young researchers in order to lower the cost of creating a good match.

Interested **Institutions** (universities, research institutions, private companies,...) have the opportunity to post on this web site a brief description of their foreseen opening positions.

Candidates are supposed either to hold a PhD or to be close to defend their PhD dissertation. In order to register candidates should specify the name of their institution, the date of expected graduation, their fields of interest, and a downloadable CV (PDF format), which should include names and addresses of at least three references. Candidates are also expected to post their job market papers and strongly encouraged to build a personal web page.

Visit: www.euram-online.org

Audencia Nantes School of Management, France, invites applications for full-time faculty positions in all fields of management, but more particularly for the following positions at the level of Assistant or Associate Professor:

- Two Accounting positions, in the areas of Financial Accounting/Auditing and Management control;
- Two Financial positions, focusing in the areas of Corporate Finance and Market Finance;
- One Organisational Behaviour position focusing in the area of Leadership;
- One Entrepreneurship position;
- Three Marketing positions, in the areas of Sales Management, Electronic Marketing and Marketing Management;
- Two Management positions, focusing in the areas of International Business and Arts Management;
- One Operations Management position, focusing in the area of Supply Chain Management/Logistics.

Candidates must possess a Doctorate or PhD, a research potential consistent with the requirements of an AACSB, EQUIS and AMBA accredited school, and good teaching ability.

Review of applications will begin immediately and will continue until the position is filled.

Candidates should send by email a letter of application, a curriculum vitae, sample copies of their research (published or working papers) and three academic and/or professional references to Dr Christophe Germain, Academic Director, cgermain@audencia.com

www.audencia.com/french-business-school/recruitment.html

The European Business School (EBS) International University Schloss Reichartshausen in Oestrich-Winkel/Wiesbaden is one of the three largest German faculties in business administration combining the intellectual excellence of 56 professors and 88 visiting professors in five departments.

Starting in the Fall term 2008 the EBS is looking for:

Junior Professor in Organizational Behaviour

The applicant is expected to fulfil the following criteria:

- A PhD with a record of demonstrable scholarly and professional achievement and significant experience in Organizational Behaviour/Entrepreneurship/ Family Business or a closely related discipline.
- Ability and interest to undertake quality research as evidenced by a distinguished record of refereed publications in recognised international journals (at least 2 B-journal publications), a significant history of excellence in research and an active current research agenda. The applicant is required to undertake future research in bridging organizational behaviour and family business.
- Ability to play a significant role in family business research projects, particularly to provide leadership for an academic team, develop the research skills of existing staff, attract external research grants and supervise higher degree research students.
- Excellence and innovation in quality teaching.
- Pronounced communication and teaching skills in organizational behaviour (family business teaching record is not required).
- Preparation and delivery of seminars, lectures and tutorials. The applicant is expected to make a significant contribution to all activities of the organisational unit or interdisciplinary area and play a significant role within their profession or discipline.

Applications are accepted in both hard copy and soft copy format containing a covering letter, a statement addressing the selection criteria and a curriculum vitae which contains the following information:

- Education, academic and professional qualifications, relevant professional training. Present appointment.
- Previous appointments.
- Details of teaching experience.
- Formal student evaluations of teaching.
- Details of research experience and fields of special interest.
- Published works (with a focus on the applicant's top three publications).
- Details of experience in academic planning and governance.
- Other professional and relevant experience.

Name, mail and email addresses and telephone numbers of three referees (referees are normally contacted after short-listing has taken place and before candidates have been interviewed).

Applications should be sent until 31st of May 2008 to:

Prof. Dr. oec. Christopher Jahns
Rector of the European Business School,
European Business School (EBS)
International University Schloß Reichartshausen
Rheingaustraße 1
65375 Oestrich-Winkel
GERMANY

For further information please contact:

Bärbel Spors
Academic Manager
Department of Strategy , Organization & Leadership (baerbel.spors@ebs.edu)

Grenoble Ecole de Management, France

Tenure-Track Positions in Organisation Theory, Post Doc Positions in Organisation Behavior and Organisation Theory

Grenoble Ecole de Management (School of management) seeks to appoint new faculty members at assistant professor level and at post doc levels with strong academic background in Strategy, Management of Innovation and Organisation Theory.

Two positions in the HR department will be appointed in September 2008 or January 2009. The successful candidate will contribute to both theoretical and applied aspects of the department's research and will have an active research agenda.

The applicants are expected to play an active role in our graduate courses (Ms, MBA, GGSB programs) and undergraduate courses (Bachelor in Business Administration). Post doc will have a low teaching load.

The candidates should have a Ph.D. or expected to have it by the end of 2008 in the area, and possess outstanding research and teaching qualifications. Areas of research and teaching will be in close relation with their qualifications, respectively, Organisation Behaviour and theory, Human Resources.

Grenoble Ecole de Management, France

- **Tenure-Track Faculty Position in strategy and management of innovation.**
- **Tenure-Track Faculty Position in strategy and supply chain management**
- **Post Doc Positions in Strategy, Management of Innovation, Supply Chain Management and Organisation Theory**

Grenoble Ecole de Management (School of management) seeks to appoint new faculty members at assistant professor level and at post doc levels with strong academic background in Strategy, Management of Innovation and Organisation Theory.

Four positions in the department of strategy and management of innovation will be appointed in September 2008. The successful candidate will contribute to both theoretical and applied aspects of the department's research and will have an active research agenda.

The applicants are expected to play an active role in our graduate courses (Ms, MBA, GGSB programs) and undergraduate courses (Bachelor in Business Administration). Post doc will have a low teaching load.

The candidates should have a Ph.D. or expected to have it by the end of 2008 in the area, and possess outstanding research and teaching qualifications. Areas of research and teaching will be in close relation with their qualifications, respectively, Strategic Management, Management of Innovation and Technology, Supply Chain management.

Thus, the strategy department of Grenoble Ecole de Management attempts to combine training, research and application, by promoting analysis of the current reality.

Grenoble Ecole de Management is one of the leading European Business Schools. It has three campuses in Grenoble (a large scientific city in the Alpes in France) and 10 other places worldwide ((Russia (MBA), Moldova (MBA), Georgia (MBA), London (MBA, MIB, MSc in Finance), Malta (MBA), Marocco (Business Manager, MSc service Management, MS buyer, MS project Management), China (DBA), Serbia (BIB), Iran (MSc in Construction), et Singapore (MIB)), offering mostly graduate level training in business administration (Ms, MBA, Specialized Masters, and company specific programs).

It has been accredited by AACSB, by EQUIS and by AMBA. Courses can be taught in English or in French. The remuneration package is competitive at the European level and a strong support is given to research.

Candidates should send a cover letter, a complete curriculum vitae, sample copies of their research (published or working papers) and two letters of recommendation or the names of two referees. Applica-

Thus, the strategy department of Grenoble Ecole de Management attempts to combine training, research and application, by promoting analysis of the current reality.

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It has been accredited by AACSB, by EQUIS and by AMBA. Courses can be taught in English or in French. The remuneration package is competitive at the European level and a strong support is given to research.

Candidates should send a cover letter, a complete curriculum vitae, sample copies of their research (published or working papers) and two letters of recommendation or the names of two referees. Applications should be sent (possibly by mail): before March 1st 2008 to start in September 2008, before May 1st 2008 to start in January 2009, to:

Celine Randy, GRENOBLE ECOLE DE MANAGEMENT, 2, rue Pierre Sémard - BP 127 - 38003 Grenoble Cedex 01 – France, e-mail : celine.randy@grenoble-em.com

Swiss Master Class in Corporate Social Responsibility: Business & Human Rights

Venue: Beau-Rivage Palace, December 12, 2008

Date: December 12, 2008

Organiser: Guido Palazzo, Assistant Professor in Business Ethics

The idea is to bring six promising young scholars in contact with six world leading voices in the debate on Business & Human Rights. We have invited highly reputed masters coming from different research disciplines (management, political philosophy, political theory, law) such as Sir Mark Moody-Stuart, Chairman Angloamerican or Chris Marsden, Chairman of the Business Group of Amnesty.

The Swiss Master Class will follow the already established concept in classical music: the young scholars perform and the masters listen and give feedback. Thus, we combine the wisdom of the experts of today (from disciplines who normally have no exchange though they analyze the same problems) with the creativity of the next generation. The focus of these discourses is the role of corporations regarding human rights. Focus will be set on business practice, as the audience will gather top-managers from global companies and NGOs.

I have now started to look for the six young scholars and would be happy about applications from promising doctoral students.

Please find enclosed a detailed brochure and a poster for doctoral students. If you need more information about the Swiss Master Class, please visit:

<http://www.hec.unil.ch/csr>

The Master Class team is looking forward to receiving your applications.

CALL FOR PAPERS: SPECIAL ISSUE OF THE STRATEGIC MANAGEMENT JOURNAL

THE AGE OF TEMPORARY ADVANTAGE?

Guest Co-editors: Richard A. D'Aveni, Giovanni Battista Dagnino, and Ken G. Smith

Special Issue Purpose

The aim of this special issue is to develop theory and empirical evidence about *whether* and *why* competitive advantages may be becoming less sustainable, and how organizations can successfully compete using a series of temporary or dynamic competitive advantages. We believe an important outcome of the special issue would be an enhanced ability to address the following question: What are the implications for the field of strategy if the *sustainability* of competitive advantage was very rare or nonexistent?

Background

Over the past decade and a half, two literatures have challenged the concept of sustainable competitive advantage, suggesting that firm-specific advantages are not sustainable and more temporary in nature due to endogenous and exogenous reasons. These two literatures are: 1) the literature on hypercompetitive, high-velocity, hyper-turbulent, and chaotic environments; and 2) the studies on competitive dynamics that focus on speed and aggressiveness of firm actions that may undermine the effectiveness of a firm's position and movements. Together these literatures have found numerous endogenous and exogenous competence-destroying strategies, disruptions and discontinuities. Additionally, they have suggested that product positioning-, knowledge-, resource-, barrier to entry-, and deep pocket-based advantages have been deteriorating more quickly, due to revolutionary new business models, disruptive technologies, fast diffusion and access to information, as well as increased emphasis on growth through innovation versus maintaining margins and stability. Taken together, these literatures call into question the core tenet in the strategy field that firms should seek out sustained advantages.

Yet the vast majority of strategic management scholarship has continued to assume that sustainable competitive advantage exists and should be the focus of strategic thinking. Indeed, considerable effort is still being dedicated to defining and empirically demonstrating the existence of sustainable advantages. The field's most current response to the challenges to unsustainable advantage is "dynamic capabilities"—again assumed to be a sustainable advantage that enables continuous strategy innovation necessary in disruptive environments. However, others point to the dearth of evidence that dynamic capabilities are sustainable over extended periods of time and in different contexts, and many suspect that firms can either become exhausted by continuous transformation and innovation or get complacent by success.

Research Questions

The analysis of temporary and dynamic advantage can be partitioned into three main parts: (a) causes or antecedents, (b) management of temporary or dynamic advantages, and (c) consequences of temporary advantage. We seek studies of the many causes of the erosion of advantage including studies that focus on the following questions: What are the endogenous and exogenous antecedents of various kinds of temporary or

dynamic advantages? Are controllable or uncontrollable causes more important? Answers to these questions are necessary to understand whether there are ways to slow the accelerating depreciation of advantages and which strategic solutions or strategies are possible.

We are also seeking articles on how to manage a series of temporary or dynamic competitive advantages. Specifically, we seek papers on: How do companies develop strategies to actively manage luck? How does organizational structure, culture, compensation, and processes vary to enable the concatenation a series of short-lived advantages? How is organizational decision-making and firm resource configurations different in a world of temporary or dynamic advantages?

Finally, we are looking for papers that answer how firms achieve high performance where advantages are fleeting? Do they intentionally cannibalize old advantages and transition to new ones to pre-empt the competition? If so, when and under what conditions? Is there logic to the sequence and timing of moves deployed or is it a “random walk”? Do firm shift to advantages designed to reduce risk or increase growth at the expense of profitability? As the pace of change and disruption accelerates, will other forces arise to create stability/instability in markets? What economic, societal and collaborative actions and strategies, if any, are emerging to dampen the escalation of strategic turmoil, rivalry and fleeting advantage associated with dynamic, hypercompetition, high velocity and other chaotic environments?

In sum, we are looking for papers that examine the formulation and execution of very short-term dynamics of strategy, the use of temporary advantages in hyper-competitive environments.

Deadlines and Submission Instructions:

The deadline for submission of papers is October 1, 2008. Please submit your papers online on the *Strategic Management Journal* website (<http://mc.manuscriptcentral.com/smj>) and make sure to follow the Submission Guidelines available at: <http://www3.interscience.wiley.com/journal/2144/home/ForAuthors.html>.

Review Process and Special Issue Conference: The Guest Editors are seeking reviewers for this issue and are soliciting nominations and volunteers to participate in the review process. Reviewers are invited to contact the guest co-editor Giovanni Battista Dagnino, who is responsible for preparing the list of potential reviewers. Papers will be reviewed following the regular *Strategic Management Journal* double-blind review process. After the second round of reviews, the authors of the most promising submissions will be invited to a Special Issue Conference on “The Age of Temporary Advantages,” to be held at the Tuck School of Business at Dartmouth in September 2009.

Guest Co-editors' contact details: Professor Richard D'Aveni, Tuck School of Business at Dartmouth, 100 Tuck Hall, Hanover, NH email: richard.a.d'aveni@tuck.dartmouth.edu; Professor Giovanni Battista Dagnino, University of Catania, Catania, Italy; e-mail: dagnino@unict.it; Professor Ken G. Smith, Robert H. Smith School of Business, University of Maryland, College Park, MD; e-mail: rsmith@umd.edu.

Organizing Christmas - A Festive Symposium

A Warwick Organisation Theory Network - KTH - UTS Collaboration

Date: 15th - 16th December 2008

Venue: Warwick Business School, University of Warwick, Coventry, UK

Organized By: Dr Philip Hancock WBS, UK, Prof Alf Rehn KTH, Sweden, Prof Carl Rhodes UTS, Australia

Taking place just as the festive period itself gets into full swing, you are invited to consider the true [organisational] meaning of Christmas over the course of this two-day symposium. Over-indulge in savoury academic debate, drink heartily of the cup of collegiality and smile appreciatively as you are presented with a range of unwanted off-prints and socks.

Papers/presentations are invited in relation to any aspect of the symposium theme, but suggested topics might include:

- The Christmas Labour Process - making and working at Christmas
- Organisational Aesthetics - animatronics to carols in August
- Identities at Christmas - ethic and religious identity in the Christmas workplace
- Domestic Organisation - managing Christmas at home
- Gender and Sexuality - gender and the sexualization of festive labour, the sexual politics of corporate Christmas parties
- Corporate Christmas as Colonization - Christmas as global hegemony
- Christmas Culture and Representation of Organisation - Santa's workshop to Scrooge
- The Christmas Economy - gift-giving and the politics of friendship
- The Economics of Christmas - deadweight losses and the general economy
- Christmas and Excess - binge-consumption, Yuletide drinking and getting in debt

The event will be limited to around nine papers in order to facilitate maximum discussion.

Abstracts not exceeding 750 words and should be submitted, via the website, by April 25th 2008.

The all-inclusive cost for those chosen to present a paper will be £150.00

Further details, plus abstract submission can be found at:

http://www2.warwick.ac.uk/fac/soc/wbs/research/wotn/research/organizing_christmas or

e-mail philip.hancock@wbs.ac.uk

HRM in China Research Workshop

Venue: Manchester Metropolitan University Business School, Manchester M1 3GH, UK

Date: 9 May 2008

It has been argued that measured on a purchasing power parity (PPP) basis, China in 2004 was already the second-largest economy in the world after the US (CIA, 2005). With China's importance on the global scale set to grow faster than ever, this special one-day workshop on 'Human Resource Management in China' is devoted to understanding the nature and variety of HRM practices in contemporary China and how these practices are affecting employees, organisations and society at large. Leading researchers from the UK and China will address the current state and discuss about future development of HRM in mainland China. Researchers who are interested in Human Resource Management issues in China are welcome to attend the free workshop.

Key note speakers:

Professor Fang Lee, Cooke, Manchester Business School (Topic: Research on HRM in China: A Review of literature and Suggestions for Future Research)

Dr Jos Gamble, School of Management, Royal Holloway, University of London (Topic: The Transfer of Organisational Practices: A Diachronic Perspective)

Professor Zhongming Wang, School of Management, Zhejiang University, China (awaiting confirmation)

Professor Haifa Sun, Business School, Sun Yat-sen University, China (Topic: Top Management Team In A Cross-cultural Context)

Deadline: 21 April 2008

For further details of the workshop, including booking arrangement, please visit

<http://www.business.mmu.ac.uk/cppd/hrminchina.php>

Journal of Management and Governance

Special Issue on “New perspectives in board research” - Call for papers

Guest Editors

Robert Hoskisson, Arizona State University

Morten Huse, BI Norwegian School of Management and Tor Vergata University, Rome

Riccardo Viganò, University Federico II di Napoli

Alessandro Zattoni, Parthenope University and SDA Bocconi School of Management

This special issue of Journal of Management and Governance will promote new avenues for governance research that will advance our understanding of board behavior along the three dimensions above mentioned: theoretical perspectives (not only agency, but also resource dependence, social capital, resource based view, stewardship theory, etc.), methodological approaches (not only demographic variables measured through archival data, but also process and behavioral variables captured through interviews, participant observation techniques, ethnographic research, surveys, etc.), samples of firms (not only large US firms, but also small and medium sized firms, family or private owned firms, joint ventures, etc.).

Submission Process

Manuscripts should be submitted to **Journal of Management and Governance** (jmg@unisi.it) and should indicate that the work is intended for this special issue. Full papers must be submitted by June 1, 2008.

Symposium in Naples

After a pre-selection, papers will be notified to be included on the program of the symposium where they will be presented and discussed. The symposium will be organized in Naples the 12th of September 2008. There will be the presence of Shaker Zahra and Sven Collin, two leading scholars in corporate governance. At the symposium authors will receive comments on their papers by editors and guest speakers. After the symposium, the authors will be invited to submit a revised version of the manuscript by the 31st of October 2008 in order to achieve the publication on the Special Issue.

Call for Papers for the stream: Work and Career Experiences of Ethnic Minority Men and Women

Conference: Equal Opportunities International Conference,

Venue: University of East Anglia, Norwich, England

Date: 1-3 July 2008

Stream outline:

Papers welcomed to this stream will address work/career experience and opportunity issues faced by male and female members of ethnic minority groups working within predominantly (but not exclusively) western organisations. We are particularly interested in the intersectionality of factors which might affect the nature of those experiences and opportunities, i.e. race, ethnicity, culture, religion and gender, as well as other factors, such as sexuality, age and disability, which traditionally have been addressed without reference to, or inclusion of, ethnicity or religion. Obstacles faced by ethnic minority men and women, such as problems in: identifying, attaining and sustaining a mentor relationship; gaining access to influential networks, and dealing with stereotypical perceptions of themselves, are relevant to this stream. Work-life balance issues within the context of ethnic minority groups' experiences would also be welcome in this stream.

Stream questions:

1. What are the issues around work and career experiences of ethnic minority men, women and groups? Which key factors can inhibit, or alternatively facilitate, ethnic minority group's career experiences and career development/progression?
2. Do ethnic minority women and men face specific and/or different issues in organisations with regard both to each other and to the dominant majority groups?
3. What are the effects of intersectionality (i.e. combinations of factors including race, gender, religion, culture, sexuality, disability and age) on ethnic minority individual and/or groups' work and life experiences?
4. Are there any work life balance issues that may be specific to different ethnic groups?

Do legislative interventions/frameworks and organisational support have an impact on the experiences of and opportunities for ethnic minority employees?

Submission: Abstracts of between 800-1000 words should be submitted electronically to **BOTH** Nicolina Kamenou (N.Kamenou@hw.ac.uk) and Anne Fearfull (af22@st-andrews.ac.uk).

Key dates: Closing date for Abstracts **Friday 11th April 2008**

Those submitting will be advised whether or not their abstract has been accepted by **Friday 16th May 2008**. Final versions of selected papers are to be no more than 5,000 words and are to be sent to the EOI Conference Organisers *via* on-line submission **in time for their on-line publication on Friday 6th June 2008. Please copy the Stream Chairs into that submission**

Presentation details: The presenter(s) of each paper will be allocated 20 minutes. Presentation time with a further 10 minutes allocated to questions and discussion. Data projectors will be available in each conference room.

Registration fees: The cost of the conference for residents is ALL INCLUSIVE of the following: Bed, breakfast, lunch, evening meal, coffees, fruit and teas, attendance at all presentations, workshops and key-note addresses and car parking for the duration of the conference. The Conference Dinner is also included in the conference fee for all participants.

The fee does not include the social programme, which needs to be paid for separately. Nor does it include travel expenses. A breakdown is as follows:

Registration Up to 15 June 2008: Full fee: £400; Doctoral Students: £300. **After 15 June 2008:** Full fee: £600; Doctoral Students: £400

Non-residential places (limited): (including lunch, evening meal but not breakfast) £300

Social programme: £15

Further Conference details: <https://eoi-conference.org/>

Stream chairs:

Dr. Nicolina Kamenou
School of Management and Languages
Heriot-Watt University
Edinburgh
EH14 4AS

Dr. Anne Fearfull
University of St Andrews
School of Management
St Andrews
KY16 9SS

Tel. 0131 4513849
Email: N.Kamenou@hw.ac.uk

Tel: 01334 462875
Email: af22@st-andrews.ac.uk