

**LETTER FROM THE EDITOR**

Dear EURAM members,

Holidays are getting closer and closer and this newsletter perhaps will reach you when you are already out of your office.

For those who are still working or checking their e-mail messages from a remote device, there is the opportunity to have a look at the tracks that have been selected for the Liverpool conference of 2009 and to have some first information about the conference.

A large response was received to the call for Track Proposals for EURAM 2009 - over 100 high quality proposals were submitted, from which 41 were accepted by the EURAM09 Steering Group (Supervised by Professor Terry McNulty of the University of Liverpool Management School, and involving members of the EURAM Scientific Committee). Within these, you will see familiar themes such as Strategy, Innovation and Diversity, along with more specific selections. For a list which is being constantly updated, please go to <http://www.euram2009.org/r/default.asp?ild=EEIKKG>

Due to the high number of interesting Track Proposals received,

EURAM 2009 will see the introduction of Round Table Sessions and Symposia, providing members of the EURAM Community with a means to discuss topics of scholarly and professional interest in a more informal and relaxed manner. Please visit [www.euram2009.org](http://www.euram2009.org) for further information.

The next stage is for you to look through the online abstracts and select the Track that you intend to submit your paper to. Paper submission will be online via the EURAM 2009 website, full details of this process will be added in September. Please note, the submission deadline for papers is December 5<sup>th</sup> 2008.

I wish you a wonderful summer

**Donatella Depperu**  
**Milan Catholic Sacred Heart University, Italy**



Donatella Depperu

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## LETTER FROM THE PRESIDENT

Dear Colleagues

I hope the summer is proving successful for you and that you are enjoying better weather than a rain soaked St Andrews. Even the golfers are struggling here at the moment.

EURAM continues to professionalise its activities and Luisa Jaffe has begun to make formal our systems and protocols at HQ in Brussels. I will work alongside her for 4 days next week in Brussels so we can plan the next few years of our activities around the 4 EURAM Goals. Much of this activity will involve bringing the conference organisation 'in house' for 2 main reasons: a) ensure that EURAM retains the organisational learning and b) to save administration costs.

We have very detailed plans for Liverpool in 2009, working plans for Rome in 2010 and have begun discussions with Ghent and Tallin for 2011.

For our Research Goals, we have started to set up the Special Interest Groups and they will help arrange specific tracks at future conference. In addition, we are investigating the potential market for a Directors of Research' (DoR) training course. DoRs are almost mandatory in most UK School due to the influence of the Re-

search Selectivity Exercise and are known in other European countries. Such a course will help DoRs to professionalise their role by earning from experienced colleagues and working on common problems. Such programmes have been instrumental in the UK in helping to increase the quality of research within Schools of Business and Management. Please let me know about your thoughts on such an initiative.

The European Management Review has gone from strength to strength recently and we can learn more about its future policy from the new editors later in this Newsletter. The good news is that the Palgrave, its publisher, have been successful in meeting their contractual sales targets. Consequently, EURAM will begin to receive its 25% share of the profits this year for the first time. We will keep up the pressure on the citation index and we are quite hopeful about acceptance later in the year.

For now, I offer you my best wishes for the remainder of the summer.

Take Care,

Peter

**Professor Peter McKiernan**

**Dean, School of Management,**

**University of St Andrews, Scotland**



Peter McKiernan

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## EURAM 2009 CONFERENCE UPDATES



**CONTINUOUS UPDATES ON [WWW.EURAM2009.ORG](http://WWW.EURAM2009.ORG)**

**For questions, write to [euram2009@liverpool.ac.uk](mailto:euram2009@liverpool.ac.uk)**

### **List of Tracks\* (as at July 15th 2008)**

Please click on the selected track to get a full description; the Tracks have been listed alphabetically. Should you have any questions, do not hesitate to contact the Local Organising Committee at [euram2009@liverpool.ac.uk](mailto:euram2009@liverpool.ac.uk)

\* Please note that this list is not yet complete; it will be updated as we receive confirmations from Track Chairs.

1. Branded Lives: Identity and Work in the Era of the Brand
2. Complex Project Management: Dynamic of fad and hype, or promising avenue for “new” Project Management?
3. Continuity in Theory and Practice of Management: What still works and why
4. Corporate Governance
5. Corporate Social Responsibility
6. E-business - Adding Value
7. Enterprising Identities; Construction of Identities in an Entrepreneurial Context
8. Events and Institutions
9. Evolutionary Perspectives on Industrial District Change
10. Examining "diversity management" through critical lenses
11. From Supply Chain Management to Value Network Management; from Manufacturing to Ubiquity
12. Gender Equality and Diversity in Management

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13. Healthcare Management Renewal and Organisational Change.
  14. Industry Transformations: How Firms, Industries and Their Architectures Co-Evolve.
  15. Innovation in Chinese Firms
  16. Innovation – Continuing the Journey
  17. Innovative Scholarship
  18. Knowledge Renewal in Social Networks
  19. Management in Creative and Cultural Industries
  20. Managing Cities and Territories Renewal and Appeal: The Critical Role of Planning, Destination Branding and Events
  21. Marketing as Practice
  22. Open Models in knowledge intensive sectors: Free/Open Source Software and beyond
  23. Political Lessons from Management
  24. Projects and Beyond: Renaissance and Renewal of Firms, Economies and Societies
  25. Public Management
  26. Renaissance and Renewal of Work, Entrepreneurship & Entrepreneurial Careers
  27. Renaissance Politics: Power, Ethics and Paradox in Regenerating Economies
  28. Renewing Scenario Planning and Foresight Processes
  29. Renewing the Critical – Reinvigorating the Classic
  30. Research Methods and Research Practice
  31. Sensemaking and Storytelling
  32. Sport as a Business: Internationalisation, Professionalisation, Commercialisation
  33. Strategy as Practice: New Methodological Approaches and Challenges
  34. The Aesthesis Project: Art and Knowledge in Management and Organizational Life
  35. The Micro and Macro Aspects of Migration and Migrant Workers
  36. The Rise, Evolution and Fall of Inter-Organisational Relationships
  37. Toward Renaissance and Renewal in the Study and Practice of M&A

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## **List of confirmed Round Tables \* (as at July 17th 2008)**

*\* Please note that this list is not yet complete; it will be updated as we receive confirmations from Round Table Chairs.*

1. Design and evaluation of public policies for internationalisation, innovation, and technology transfer
2. Downsizing, organisational and territorial renewal: A critical management perspective
3. Facets of mismanagement in contemporary organisations
4. Happiness and unhappiness in organisations
5. Leadership and Management in Transition and Emerging Economies: Main Types, Determinants and Revealed Consequences
6. Organising for employee creativity and innovation: Multidisciplinary perspectives, theories and practices
7. Talent management: politics, identity and critical perspectives
8. Vision and Reality: The Building of Post-Oil Arab Cities



## Guidelines for Paper Submission

The deadline for the submission of full papers is **December 5<sup>th</sup> 2008**.

Below is a set of **guidelines** and **formatting instructions** to help you prepare and submit your paper.

*Please read them carefully prior to submitting*

1. Each paper can only be submitted to ONE track (Please see [List of Tracks](#))
2. Submitted papers must NOT have been previously presented, published, accepted for publication, and if under review, must NOT appear in print before EURAM 2009 Conference.
3. **To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements, from the text. (Any submissions with author information will be automatically DELETED).**
4. The entire paper (title page, abstract, main text, figures, tables, references, etc.) must be in ONE document created in PDF format.
5. The maximum length of the paper is 40 pages (including ALL tables, appendices and references). The paper format should follow the European Management Review Style Guide.
6. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
7. Number all of the pages of the paper.
8. NO changes in the paper title, abstract, authorship, and actual paper can occur AFTER the submission deadline.
9. Check that the PDF File of your paper prints correctly (i.e. all imported figures and tables are there), and ensure that the file is virus-free.
10. **Submissions will be done on-line on the EURAM 09 Website: [www.euram2009.org](http://www.euram2009.org)). The link will be announced on September 1<sup>st</sup> 2008.**

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**Call for Papers – EURAM 2009 Doctoral Colloquium**  
**May 10<sup>th</sup> - 11<sup>th</sup> 2009, ACC Liverpool (UK)**

Are you are a second or higher year doctoral student?

Would you like to become part of a highly motivated community of young researchers?

Do you want to engage with doctoral students from different parts of Europe?

Do you want to become the winner of the “EURAM 2009 Doctoral Colloquium Best Paper Award”?

Are you are ready to try something different?

**Then we would like to invite you to participate in the EURAM 2009 doctoral colloquium!**

### **Explore**

*Learn from leading management scholars! AND Learn from those, who have just finished...and survived their PhD!*

In the first part of the colloquium experienced management scholars will share their experience in doing research and being a researcher. Learning from those scholars and ask them all the questions you’ve always wanted to ask management scholars is a great opportunity to become part of the management research community.

Also, we are pleased to announce, that this year for the first time, we will invite participants of the 2008 doctoral colloquium, who have just finished their PhD, to share their experience with you. Don’t miss this great opportunity to learn how to survive a PhD and get insights regarding strategies that helped your peers.

### **Experience**

*Learn from each other!*

In the second part of the colloquium you will discuss your papers in small groups – each supervised by a senior researcher. The aim is *not* to give a “traditional” paper presentation but to briefly outline your research and then seek for advice and feedback for the particular questions you have. To do so we will circulate the papers of each member of a particular discussion group in advance to make sure that each one can read the papers of the others already on his/her way to Liverpool

Our scientific committee will decide about who will become the winner of the “EURAM 2009 Doctoral Colloquium Best Paper Award”.

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## Engage

*Identify future trends of management research!*

In the third part of the colloquium we invite you to take part in identifying future trends of management research: If you would be the editor of a key journal in your field, which special issues could you think off? Where would you put the focus on – why? What are the innovative ideas that will mark the forthcoming volumes? Discuss your ideas with the EMR editors.

## Procedure & Important Dates

Please upload the following documents at [www.euram2009.org](http://www.euram2009.org) by **January, 12<sup>th</sup> 2009**:

- Your CV
- A short letter of motivation,
- A letter of recommendation by PhD supervisor
- **EITHER** an abstract (500 words) of your dissertation marked as “ABSTRACT” **OR** a full paper/dissertation proposal (max. 15 pages), marked as “PAPER” or “PROPOSAL OF DOCTORAL DISSERTATION”.

Please note that only full papers/dissertation proposals can be considered for the Doctoral Colloquium Award 2009.

- A signed statement stating, that “in the case of acceptance for the doctoral colloquium I have the funding and will definitely participate in the doctoral colloquium”.

You will be notified about the decision of the doctoral colloquium committee by **February, 13<sup>th</sup> 2009**.

If you have any problems or questions uploading your documents, please contact Luisa Jaffé from the EIASM office.

## Specific information regarding submission of FULL PAPER/DISSERTATION PROPOSAL:

- 1) Please submit a paper/proposal of doctoral dissertation that is no longer than 10-15 pages (double spaced; excluding references, tables and figures)
- 2) Even if you submit a paper dealing with a specific aspect of your doctoral dissertation or a proposal of your doctoral dissertation, the following elements need to be covered:
  - A) Abstract
  - B) Introduction
  - C) Theoretical Framework
  - D) Method
  - E) Findings (if proposal of doctoral dissertation pls. present expected findings if you already have some OR leave this section out and focus on the theoretical framework)
  - F) Discussion & Conclusion
  - G) References



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## Fees

Participation fees for the Doctoral Colloquium (DC) only: **€100**

Reduced participation fees for DC & full Conference (to include Gala Dinner): **€420**

## Chairs

*Prof. Dr. Kathrin M. Möslin*, University Erlangen-Nuremberg (Chair of Information System I) & CLIC (Centre for Leading Innovation & Cooperation), HHL- Leipzig Graduate School of Management

*Dr. Anne-Katrin Neyer*, University Erlangen-Nuremberg (Chair of Information System I) & CLIC (Centre for Leading Innovation & Cooperation), HHL- Leipzig Graduate School of Management

## Hosted by



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## NEWS FROM THE EURAM COMMUNITY

**Open Innovation within the Firm: New research project launched.** Many researchers have focused on innovation activities with inside innovators within R&D departments as well as on open innovation with customers as outside innovators. The creative potential of all employees within an organization, however, has been largely ignored. Why do companies open their innovation processes across external boundaries of the firm towards customers but not across the internal boundaries across team and business units? Why do organizational practices and processes still hinder open innovation within the firm? How can organisations motivate employees to get excited about the exchange of ideas across team boundaries? What role do social support software tools play to foster the engagement in open innovation within the firm?

These are some of the questions an interdisciplinary team of researchers from the Center for Leading Innovation & Cooperation at the HHL-Leipzig Graduate School of Management, the University Erlangen-Nuremberg and the Technical University Munich address in the project "Open Innovation within the Firm" funded by the German Federal Ministry of Education and Research and the European Social Fund.

For details see [www.open-i.eu](http://www.open-i.eu) or

contact Dr. Anne-Katrin Neyer ([anne-katrin.neyer@wiso.uni-erlangen.de](mailto:anne-katrin.neyer@wiso.uni-erlangen.de)).

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**RBV retreat, Scotland: 7-8 July.** Fran Ackermann and Colin Eden of Strathclyde University Business School with John Morecroft from London Business School organized a 2 day micro-conference/workshop on Resource Based Strategy. Held at Ross Priory on the banks of Loch Lomond, the workshop involved 11 participants from Australia, the US, Denmark, Belgium, Switzerland, UK and Chile. In addition to the organisers, attendees included Profs Margaret Peteraf, Ron Sanchez and Aime Heene and Dr Peter Galvin, Dr Martin Kunc, Dr Shayne Gary, Kim Warren and Christoph Moesli.

The conference involved each of the participants presenting particular aspects/perspectives on the Resource Based View and Competence Based Management in relation to the broader Strategy arena. Importantly, discussion covered teaching and practice issues and experiences, as well as discussion of the literature and theory. The inputs to the discussions included the potential contribution that system dynamics and more general system modeling and mapping can make to operationalise key concepts in RBV and CBM.

The event was designed to provide plenty of opportunity for debate and discussion over the course of Monday and Tuesday morning with time spent Tuesday afternoon reflecting on the emergent areas of commonality and difference. The workshop concluded on Tuesday evening with general agreement from all that a huge amount had been learned along several dimensions - some remaining issues that research in RBV and CBM will be seeking to clarify, using RBV and CBM in practice and in management education, using mapping and modeling to inform development of theory as well as for cracking real-world challenges, and so on.

The meeting wrapped up with plans for further meetings and some interesting research opportunities in specific settings

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**The Lac Lemman Organization Research Group (LL'ORG)** was created in 2003 by the Human Resource Group, HEC – University of Geneva ([www.resources-humaines.unige.ch](http://www.resources-humaines.unige.ch)) and Imagination Lab ([www.imagilab.org](http://www.imagilab.org)) to bring together researchers living and/or working in the region of Lake Lemman, Switzerland. Soon after the first meeting in October 2003, LL'ORG expanded to include "virtual" members from

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## NEWS FROM THE EURAM COMMUNITY

across Europe and Northern America. The objective of LL'ORG is to promote the exchange of knowledge and ideas among researchers coming from multiple disciplines, including anthropology, finance, marketing, organizational behaviour, philosophy, and strategic management. LL'ORG also aims to provide a space for developing concrete research projects. LL'ORG meets on monthly basis (in Geneva or Lausanne) and a variety of topics are discussed reflecting its diverse interest. Several papers and research projects have emerged as a result of the discussions. In July 2005, we organized a track on identity at the EGOS conference in Berlin. In August 2005, we presented a symposium on "Organizational identity and organizational culture: what is the difference?" at the AOM Annual Meeting in Honolulu. In May 2006, we presented our research on cultural integration at the EURAM Annual Conference in Oslo. And more recently in May 2008, we chaired a track on shared identity building at the EURAM Annual Conference in Ljubjana. In the coming academic year, LL'ORG intends to organize a mergers and acquisitions conference that will be the foundation of an M&A research platform.

LL'ORG is currently led by Prof. Susan Schneider and coordinated by Dr. Anna Lupina-Wegener,

Sowon Kim, and Guldem Karamustafa (HEC – University of Geneva).

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**Rethinking Project Management - new book by Erling S. Andersen.** An important new book on project management has been published by Pearson Education. *Rethinking Project Management: An Organizational Perspective* by Norwegian professor Erling S. Andersen (BI Norwegian School of Management, Oslo, Norway). It examines project management from an organizational perspective, focusing on the relationship between the permanent and the temporary organization.

A project is a temporary organization, established by its base organization to carry out an assignment on its behalf. Inherent in this perspective is an understanding of the project's most important purpose, to facilitate another organization's progress. The assignment is about change, often within a certain time limit. The book discusses the foundation of a project, the planning, essential organizing, controlling, and leadership, all within an organizational perspective. There is not one right way to tackle projects - this book invites readers to rethink traditional methods and theories and offers new perspectives on every aspect of the project management process.

In practice we see that projects often fail. People disagree, they change their minds, they learn as a work progresses. The project develops into an

important and influential organization with its own opinions, needs and challenges. Researchers have for a long time pointed out the need for new approaches to project management to take into account the specific demands of individual projects.

The book provides a unique grounding in the essentials of the subject, as well as a base for further study of contemporary issues in the field, should be a useful addition for any project management library.

*Rethinking Project Management: An Organisational Perspective*, by Erling S. Andersen (ISBN-10: 027371547X; ISBN-13: 9780273715474) was published in May 2008. For purchase information, visit [www.pearsoned.co.uk](http://www.pearsoned.co.uk)

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**Doctoral success.** Alexandre Perrin, currently a lecturer in strategy at Audencia Nantes School of Management, France, has successfully defended his PhD thesis "The Practices of Knowledge Managers in Corporations" (June 2008). Awarded by the University of Nice Sophia Antipolis with merit, the thesis examines the practices of those who are in charge of knowledge management in corporations: the knowledge managers. To understand the different roles of knowledge managers, it discusses

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## NEWS FROM THE EURAM COMMUNITY

the resource-based and social perspectives on knowledge management. However, to extend these perspectives and better understand the practical implications of knowledge management in corporations, it adopts an “activity system” lens. Drawing on case study evidence, the thesis helps to identify systemic contradictions that give rise to disturbances that typically indicate developmentally significant systemic contradictions and change potentials within knowledge management. The job of knowledge manager appears to be quite complex as s/he has to balance between centralization and decentralization, codification and socialization, and measurement through metrics or through stories. Implications for knowledge management is discussed. Alexandre's research has also appeared in such journals including: Management, Journal of Knowledge Management, and Knowledge and Process Management.

**Grant application success and new collaboration between institutes and academic-practitioner links.** The Centre for Global Responsibility at Audencia Nantes School of Management and its partner, the Catholic University of Louvain, have won a public tender organised by the French Ministry of Labour on "transnational social dialogue at company and sector level". The results of the research will be presented at a conference organised during the French presidency of the European Union. In addition, Audencia's Centre for Global Responsibility have launched a series of booklets which focuses on one particular aspect of CSR or sustainable development. Disseminated among managers in France, the booklet contains an in-depth case study as well as useful resources, website details and contacts to assist companies seeking to implement a globally responsible strategy.

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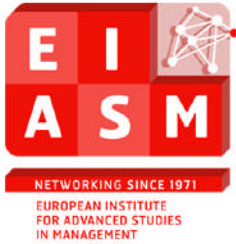
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**New Appointment.** Grant Michelson has become director of research at Audencia Nantes School of Management, France. Formerly a senior lecturer at the University of Sydney in Australia, he joined the School in January 2008. His own areas of research expertise include gossip in the workplace, employment relations and business ethics.

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## CALL FOR PAPERS, CONFERENCES, RESEARCH GRANTS, ETC



### Workshops and Conferences

To view the full calendar of EIASM and EDEN Events: visit our website <http://www.eiasm.org/index1.html>

#### **September 26-September 27, 2008, Bucharest, Romania**

3rd Workshop on Organisational Change & Development: Advances, Challenges & Contradictions  
(Deadline for abstract submission: Closed)

#### **November 27-28, 2008, Brussels – Belgium**

5<sup>th</sup> Workshop on Corporate Governance, Brussels, Belgium  
(Deadline for abstract submission: September 1, 2008)

#### **December 1-2 2008, Brussels, Belgium**

1<sup>st</sup> Asian Management and Entrepreneurship Workshop – New and Old Chinese, Indian and Japanese Firms  
(Deadline for submission of extended abstract: September 10, 2008)

#### **December 4-5, 2008, Cergy Pontoise (France)**

Workshop on the New Challenges of the Economics of Business Schools and Universities  
(Deadline for submission of abstract: September 10, 2008)

### EDEN Programmes

#### **November 17-18, 2008, London, UK**

Doctoral Tutorial I on Entrepreneurship and Innovation  
(Deadline for application: September 17, 2008)

#### **December 1-5, 2008, Brussels, Brussels**

EDEN Doctoral Seminar on Methods, Techniques and Theories in Entrepreneurship and Innovation  
(Deadline for application: October 1, 2008)

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**PhD in  
Management, Economics and Industrial Engineering  
DIG, Politecnico di Milano**

**Research Field: Economics of Open Source Software**

**Scholarships and Financial support:**

Yearly value of each PhD scholarship: € 15, 886.09 + 2,993.54 of which approximately € 3.371,43 + 635.31 are held as retirement contributions.

Yearly net income of each PhD scholarship: € 12,514.66 + 2,358.23

**Context of the research activity:**

Number of PhD theses carried out in this research field in the last 3 years: 1

Motivations and objectives of the research in this field: The economic implications of the Open Source Software (OSS) have attracted much attention by scholars (see for instance <http://opensource.mit.edu/>). Indeed, the OSS represents an extremely successful case of private provision of a collective good. Moreover, OSS has progressively evolved from an ideological-oriented movement to a well-established economic reality: at present, more and more firms are doing business out of it (*OSS firms*, see [http://papers.ssrn.com/sol3/cf\\_dev/AbsByAuth.cfm?per\\_id=337876](http://papers.ssrn.com/sol3/cf_dev/AbsByAuth.cfm?per_id=337876)). Thus, the research in this field aims at addressing the intriguing issues raised by OSS, focusing, in particular, on economic and innovation performances of OSS firms.

Methods and techniques that will be developed and used to carry out the research: The research will be both theoretical (development of economic models on the basis of the literature) and empirical (gathering of primary and secondary data on economic and innovation performances of OSS firms). Advanced statistic and econometric techniques will be applied in order to test research hypotheses.

Educational objectives: Acquiring a comprehensive knowledge of the literature on economic aspects of the OSS and the capacity of elaborating it in a critical manner. Developing advanced statistical and econometric skills for testing theoretical hypotheses. In short, becoming able to write scientific papers on the topic to be published in top international journals.

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Job opportunities: OSS is now gaining momentum. People earning a Ph.D. in this field can yearn for both an academic carrier (OSS is among the research lines of important economic and management departments) and a consultant carrier within companies doing business out of OSS (i.e. IBM, Sun, Red Hat).

Composition of the research group: Number of Full Professors 1, Number of Associated Professors 0, Number of Assistant Professors 1, Number of Post-Docs 0, Number of PhD students 1, Number of contracted researchers 1

Names of the research director: Cristina Rossi Lamastra

E-mail address, phone number and web-page: [cristina.l.rossi@polimi.it](mailto:cristina.l.rossi@polimi.it) +39 02 23993974

List of 5 Universities, Companies, Agencies and/or National or International Institutions that are cooperating in the research: 1. MIT Sloan School of Management, 2. Harvard Business School, 3. ETH Zurich's Department of Management, 4. Technical University of Munich, 5. Copenhagen Business School

## **Additional support**

Teaching assistanship: availability of funding in recognition of support to teaching activities by the PhD student: There are various forms of financial aid for activities of support to the teaching practice. The PhD student is encouraged to take part in these activities, within the limits allowed by the regulations.

Computer availability: Individual use (1st to 3rd year)

Desk availability: Individual use (1st to 3rd year).

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**The Management Education Research Institute, established by the Graduate Management Admission Council® (GMAC®), is offering over \$500,000 in fellowships and grants to stimulate research on graduate management education.**

Today we are seeing extraordinary growth, world-wide, in schools and programs dedicated to management education. It is our intent to inform the management education community with comprehensive research from a diverse set of perspectives and a wide variety of academic disciplines. We fund research that defines and evaluates the value and outcomes of graduate management education.

The MERInstitute is comprised of a committee of faculty from institutions worldwide along with GMAC® researchers who will review proposals based on rigorous criteria. The deadline for proposals is October 10, 2008 and funding decisions will be announced on February 1, 2009.

The MERInstitute offers the following programs:

The **Grants Program** offers awards up to US\$100,000 for important research studies.

The **Faculty Fellowships Program** offers awards of \$50,000 to support innovative and thought-provoking leaders in management education by allowing them to pursue study and research of significance to the management education community.

The **Doctoral Student Fellowships Program** offers awards of \$20,000 to support doctoral students and the field of management education.

Topic areas of interest include, but are not limited to, the following:

#### **Admission and Selection:**

- the relationships between student and/or school characteristics and progress through the graduate management education “pipeline” from recruitment through admission, matriculation, and graduation.
- the factors influencing changes in the characteristics (demographic, socioeconomic, psychological, and educational) of students seeking and gaining admission to graduate schools of business.
- the effects of industry and market conditions on demand for graduate management education.



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### **Defining and Evaluating Success:**

- evaluating the value added by graduate management education, including the return on investment for students, alumni, and employers.
- defining and evaluating success metrics for students and managers—success in the program, job performance, career success, etc.

### **Careers:**

- comparison of MBA and non-MBA career paths and success.
- the effects of student characteristics on school performance and postgraduate management education career paths.
- the effects of school and program characteristics on the subsequent career paths and success of graduates of graduate management education programs.

### **Curriculum:**

- the effects of the environment (e.g., globalization, workplace diversity, new technologies, and political, social, and economic elements) on curriculum.
- the causes and consequence of curriculum change.
- competency and skill needs and assessment from the perspectives of students, alumni, faculty, and/or employers

MERInstitute programs and awards are available to citizens of all nations. Visit [www.gmac.com/MERInstitute](http://www.gmac.com/MERInstitute) for Institute details, the *Call for Proposals*, and information about all the MERInstitute programs or write to [research@gmac.com](mailto:research@gmac.com).

### **Rachel Edgington**

Director, Market Research & Analysis, [edgington@gmac.com](mailto:edgington@gmac.com), +1-703-245-4219 Work, +1-703-627-5445 Mobile, +1-401-619-3365 Fax

### **Graduate Management Admission Council® (GMAC®)**

1600 Tysons Boulevard, Suite 1400, McLean, Virginia 22102, [www.gmac.com](http://www.gmac.com), [www.mba.com](http://www.mba.com)  
*Creating Access to Graduate Business Education<sup>(SM)</sup>*

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## 14<sup>th</sup> CEEMAN Case Writing Competition

The **14<sup>th</sup> CEEMAN Case Writing Competition**, in partnership with Emerald, calls for cases that are related to the overall theme of CEEMAN's 16th Annual Conference "Management Education for the Realities of the Emerging Markets" to be held in Tirana, Albania, on 25-27 September 2008 (<http://www.ceeman.org/?nSel=events&nSub=annconf&elD=22>)

Cases could refer to various aspects of the realities in emerging markets, including those related to competitiveness and innovations, entrepreneurship development, strategic partnerships and alliances, corporate social responsibility, and so on.

The case might also deal with learning partnerships and other forms of collaboration between businesses, between businesses/entrepreneurs and business schools and other providers, as well as among business schools and other management development institutions, which are aimed at providing management education appropriate to the specific realities and needs of emerging markets.

In the light of CEEMAN's objective of promoting the development of high-quality case material relevant for the realities of transitional and emerging economies and at the same time promoting the development of case-writing capabilities in those countries, **the eligibility for the competition includes case writers from CEEMAN member institutions as well as from non-members for cases focusing on the issues on transitional and emerging economies.**

The need for high-quality case material, particularly on transition and emerging economies and on various aspects of the change phenomena in general, was also stressed at the EURAM 2008 Conference in Ljubljana and Bled, and particularly in its tracks on Faculty, New Management Research and Entrepreneurship, and Leadership and Management in Countries in Transition: Main Types, Determinants and Revealed Consequences. In this context a recommendation has been made to the international research community to get more actively involved also in case research and case writing.

**The competition calls for new cases, which have not been registered with case clearing houses yet.**

**Prize:**

The author of the best case will be awarded a CEEMAN/Emerald prize of €1,500 plus

- possibility of publishing the case (as a full paper or executive summary, at the discretion of the editor(s)) in one of Emerald journals.
- free participation in the 16th CEEMAN Annual Conference, to be held on 25-27 September 2008 in Tirana, Albania with free accommodation at the conference hotel for up to three nights and reimbursement of travel costs up to €500.
- If a winning case has more than one author, the prize itself will be split among the co-authors. The prize may be subject to local taxes.
- Emerald will also consider publishing other highly commended cases from the competition.

**Requirements:**

Submitted cases must be:

- based on a real business situation in a real company.
- usable for executive programs and MBA-level students.
- accompanied by a case teaching note.
- released for publication by the management of the company or individuals included in the case.
- written in English and easy to follow.
- ideally 10-20 pages long including a case synopsis, exhibits, and bibliography of resources (using 12-point Times New Roman font)

**Copyright:** CEEMAN and Emerald reserve the right to publish the cases submitted for the competition, while the copyright stays with the author(s) and their institutions.

**Entry:** To enter the competition, please send your case with the teaching note and filled-in application form by email [ceeman@iedc.si](mailto:ceeman@iedc.si). Competition application form is available for download at CEEMAN webpage <http://www.ceeman.org/?nSel=casewri&nSub=compet&clD=9> and can be also provided upon request from CEEMAN Office.

**Closing date for receiving cases for the competition is July 20.**

**Contact:** Ms Olga Veligurska, CEEMAN Coordinator / Head of Projects, [ceeman@iedc.si](mailto:ceeman@iedc.si)

Tel: +386 4 57 92 505, [www.ceeman.org](http://www.ceeman.org)

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**Copenhagen  
Business School**  
HANDELSHØJSKOLEN

## **Call for Papers**

The 2nd Annual Copenhagen Conference on Partnerships

### ***"Creating Innovative Solutions through Collaboration"***

**Time and place:** November 17-18, 2008, Copenhagen Business School, Solbjerg Plads, 2000 Frederiksberg, Denmark

**Arranged by:** Center for Strategic Management and Globalization, Department of Management, Politics and Philosophy

in collaboration with

The academic council of the Association of Strategic Alliance Professionals (ASAP) & ASAP Scandinavia

### **Submissions & Deadlines:**

Full Papers: September 15, 2008 to [lgk.lpf@cbs.dk](mailto:lgk.lpf@cbs.dk)

Notification: October 1, 2008

Conference registration: October 3, 2008

**Organizing Committee :** Bo Bernhard Nielsen, Line Gry Knudsen

Inter-organizational collaboration is an organizational form used by an increasing number of firms to meet a wide range of organizational aims. In the globalized, digital market place organizations seek to provide creative solutions (rather than simple products or services), which puts a premium on their ability to gain access to critical external resources. This has spurred collaboration in many fields, amongst which IT and Pharmaceuticals are well-known examples, but also organizations in the emergent fields of green tech are profiting from the act of collaboration.

This conference invites researchers and practitioners from a variety of fields to elaborate upon theoretical and practical issues that are of relevance to partnership professionals. The purpose is to encourage dialogue between partnership professionals and academics on the topic of creating innovative solutions through strategic collaboration. We invite scholars to submit papers dealing with the different aspects of partnership success, including issues pertaining to the difficulty of measuring collaborative outcomes. Issues from the follow-

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ing (non-exhaustive) list of topics may be addressed:

- How do partnerships facilitate innovation and innovative solutions?
- How do organizations best profit from collaborative activities and how is success measured in partnerships?
- What kinds of collaborative competences (organizational or individual) are necessary in order to achieve success in partnerships?
- What is the importance of operational processes and social dynamics in partnerships?

Both theoretical and empirical submissions are welcome. A cross-disciplinary and practical emphasis is particularly encouraged.

Confirmed key-note speakers for the conference (so far) include Professor Africa Ariño (Universidad de Navarra), Professor Jean-François Hennart (Tilburg University), and Professor Ard-Pieter de Man (Eindhoven University of Technology (TUE) - Eindhoven Center for Innovation Studies (ECIS). Amongst others, Lise Backer, Vestas (Vestas Governmental Relations), will speak of alliance operations in practice.

**Submission:**

All scholars who wish to present a paper at the CCP must submit a paper before the deadline on September 15, 2008 by sending it to: [lgk.lpf@cbs.dk](mailto:lgk.lpf@cbs.dk). For submission-guidelines see [www.cbs.dk/partnershipconference2008](http://www.cbs.dk/partnershipconference2008). Reply will be given by October 1, 2008.

**More information:** For further details we refer to the conference website:

[www.cbs.dk/partnershipconference2008](http://www.cbs.dk/partnershipconference2008)

Line Gry Knudsen  
DK-2000 Frederiksberg  
Tel: +45 3815 2670  
E-mail: [lgk.lpf@cbs.dk](mailto:lgk.lpf@cbs.dk)

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## ACSCOS 2008

### The 3<sup>rd</sup> Australasian Caucus of the Standing Conference on Organizational Symbolism

#### Call for Papers

#### *Neophilia and Organization*

University of Technology, Sydney

26-28 November 2008

<http://www.business.uts.edu.au/management/acscos/index.html>

#### Introduction

We are pleased to announce that the 3<sup>rd</sup> Australasian Caucus of the Standing Conference on Organizational Symbolism (ACSCOS) will be held at the University of Technology, Sydney from 26 to 28 November 2008. Similarly to the two that preceded it in Brisbane in 2004 and in Auckland in 2006, this year's ACSCOS is being held as a meeting ground for those broadly interested in what, for want of better words, is referred to as critical and postmodern management and organization studies. The colloquium is positioned under the ambit of SCOS both in recognition of that body's long and innovative contribution to critical and *avant garde* organization studies as well as to continue SCOS's excursions against its own Eurocentricism. We sincerely hope that Australian and New Zealand colleagues will respond to this call and help to generate a vibrant and productive mechanism for exchange. We also hope that colleagues from elsewhere in the world will join us in our corner of the southern hemisphere just as we so often trek to the north. More generally we look forward to a stimulating, collegial, productive and supportive gathering.

#### Theme

The theme of this year's colloquium is *neophilia and organization*. Neophilia is a fetishistic love of all that is new. Those afflicted with neophilia become excited about novelty; they crave newness. Newness to neophiliacs is a virtue to be upheld and a goal to always strive for. The development of the modern world saw the excitement for the new become a mainstay of western culture. In a temporal reversal, it seems that today we have inherited neophilia from the modern past – a condition that permeates management practice and management theory. The colloquium invites papers that consider neophilia as it relates to management and organizations. Indeed, management practice has long been afflicted with the love of the new, whether it is for the creation of new forms of organizations, a pathological desire for change and its management, the scrambling after the latest management fashion, or the strategic demand for re-invention. Management the-

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ory is not immune to novelty: indeed, it is often in the vanguard of both its promotion and demise. Those of us engaged in this practice are under constant pressure to define our work in terms of 'new knowledge' in the assumption of an ever incremental path of progress and accumulation, lest we be considered old-hat lud-dites who fail to move with the times. Mainstream management articulates this in terms of creativity, change management, innovation, development and growth. Those who theorize with a more critical bent are not immune either – such 'progressive' theories venture into becoming, emergence, utopia, and in days gone by even revolution.

In our region of the world we are the direct bearers of the conflicting legacy of neophilia. We are part of the new world, whether residing in the newly discovered unknown land of the south (*terra australis incognita*) or the new land once named after the Dutch province of Zeeland. With this newness came a disavowal of the old, a wiping clean of the slate that created a *terra nullis* ripe for the creation of the new as if from nowhere. Here in the new world, neophilia went practical in its attempt to sweep clear the old in the name of colonial expansion.

The colloquium seeks to trouble organization and management in relation to both its neophilic roots and its location in tradition. We call for an appraisal of the value and values of newness in our dynamic fields of practice and theory, and an exploration of the intertwined relation between newness, change and novelty on the one hand, and tradition, permanence and inheritance on the other. Papers are particularly welcomed that consider neophilia as it relates specifically to our spatial location, cultural tradition, and political position in Australasia.

Papers addressing the theme might consider the following issues, although this list is far from exhaustive

- The manager as neophilic
- Management theory in the space between difference and repetition
- Avant-gardism in management theory and practice
- Management as a new academic discipline and its relationship with older scholarly traditions
- Recycling, organizing and the simulacra of the new
- Neophilia and the process of both creating the new and destroying the old
- The new managerial classes and social control
- New organizational forms and their relationship to bureaucracy
- New technology and organization
- Old vs. new scholarly value in management research
- The business school and the new university
- 'Brand New': neophilia and consumption

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- The new men and women of organizations
  - Resistance to the new and resistance to the old
  - Newness, identity and self-(re)creation in organizations
  - Organizational life and the desire to for self-reinvention
  - Organizational change and the pleasures of the new
  - Postcolonialism, organization and neophilia
  - Management fads and fashions
  - Neophilia and neophobia and organizational conflict
  - Technology and the neo-luddites
  - Nostalgia and the striving for a new future in an imagined past
  - The temporal character of organizations
  - Neophilia and organizational becoming
  - Progress, the myth of progress and neophilia
  - The relation between tradition, inheritance and neophilia
  - The history of neophilia in organizations
  - Postmodernism and the modern fetish for newness
  - Intolerance to neophilia
  - Neophilia as old-fashioned

#### Guidelines for Submission

Papers and abstracts are invited that directly address the colloquium theme, or address other open issues. Two alternative forms of submission are invited for the colloquium: abstracts of up to 800 words or full papers of up to 7,000 words. *Full Papers*: Full papers will be independently peer reviewed. Accepted papers will be published in conference proceedings. *Abstracts*: Abstracts will be peer reviewed, and made available to delegates prior to the colloquium.

Papers or abstracts should be submitted to [ACSCOS2008@uts.edu.au](mailto:ACSCOS2008@uts.edu.au) by 1 August 2008. Notification of acceptance will be given prior to 5 September 2008.

#### Venue

The colloquium is being hosted by the School of Management, University of Technology, Sydney and will be



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held at the University's Haymarket Campus located at Cnr Quay Street & Ultimo Road, Haymarket Sydney.

**Registration and Fees:** Fees for the colloquium will be A\$200. Details of how to register will be posted closer to the event.

**Accommodation:** The University of Technology's School of Management is located in close proximity to Sydney's China Town and Darling Harbour. While participants will book their own accommodation, details of nearby hotels are available at <http://www.housing.uts.edu.au/hotels/index.html>

**Inquiries:** Please direct inquiries to Professor Carl Rhodes at [carl.rhodes@uts.edu.au](mailto:carl.rhodes@uts.edu.au).

### Local Organizing Committee

- Carl Rhodes (Chair), University of Technology Sydney
- David Bubna-Litic, University of Technology Sydney
- Stewart Clegg, University of Technology Sydney
- Martin Kornberger, University of Technology Sydney
- Tyrone Pitsis, University of Technology Sydney
- Alison Pullen, University of Technology Sydney
- Anne Ross-Smith, University of Technology Sydney

### Regional Advisory Board

- Craig Prichard, Massey University, Palmerston North
- Janet Sayers, Massey University, Auckland
- Bob Westwood, University of Queensland, Brisbane
- Julie Wolfram-Cox, Deakin University, Melbourne
- Loong Wong, University of Canberra, Canberra

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## **PDW at the AoM Meeting**

### **Strategy-as-Practice: Methodological Challenges**

Sponsored by Business Policy and Strategy

Organizers: LINDA ROULEAU (HEC Montreal), VERONIKA KISFALVI (HEC Montreal), CURTIS LeBARON (Brigham Young University) and DAVID SEIDL (University of Munich)

We would like to invite you to the professional development workshop on “Strategy-as-Practice: Methodological Challenges” being held on Sunday, **Aug 10 2008**, 12:00PM - 2:30PM, at the AoM Meeting in Anaheim. This PDW will focus on the practicalities of different methodological approaches to research in the strategy-as-practice (SAP) field ([www.strategy-as-practice.org](http://www.strategy-as-practice.org)). This field reflects a burgeoning interest in who is involved in strategy, what they actually do, and the tools they use. The PDW will have three parts.

First, two key speakers will briefly introduce participants to different methodological challenges for researching strategy-as-practice (ANN HUFF: Choosing methods for researching SAP and KAREN GOLDEN-BIDDLE: Writing up data in SAP).

Second, specific research methods generally used for researching SAP will be discussed in roundtables facilitated by specialists of these methods: discourse analysis (SAKU MANTERE), ethnomethodology/conversation analysis (DALVIR SAMRA-FREDRICKS), biographical methods (LINDA ROULEAU), diaries as self-report methods (JULIA BALOGUN), observation methods (PAULA JARZABKOWSKI), longitudinal case study research (ANN LANGLEY), clinical inquiry (CLAUS JACOBS) and survey methods (RICHARD WHITTINGTON).

The third and final part of the PDW will consist of a panel of researchers proposing innovative methods for researching practice (CURTIS LeBARON: Using videos and DAVID OLIVER: Research using activity-based-inquiry).

Due to the great interest in past years for this workshop and space constraints, you must pre-register for this PDW, via the AOM PDW registration system. Registrants will be sent some advance reading material (articles illustrating the various methodological approaches to be discussed in the PDW) in July.

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**Corporate Governance: An International Review – Call for Papers**  
**Special Issue on “Shareholder Activism”**

**Deadline: March 31, 2009**

**Guest edited by:**

Huimin Chung, National Chiao Tung University, Taiwan (chunghui@mail.nctu.edu.tw)

Till Talaulicar, Technical University of Berlin, Germany (t.talaulicar@ww.tu-berlin.de)

*Corporate Governance: An International Review (CGIR)* invites paper submissions for a special issue on shareholder activism. Whereas the phenomenon of activist shareholders has a rather long tradition in Anglo-Saxon countries, shareholder activism has become more prevalent in other governance environments, too. The popular business press extensively discusses the pros and cons of shareholder activism, but scholarly thought has yet to weigh in substantively. In particular, we are interested in learning more about the antecedents and effects of shareholder activism, as well as more in-depth understanding of the various forms and features of this phenomenon. Research questions that are of particular interest include the following:

- Do corporate governance proposals advanced by institutional investors lead to better corporate governance and/or enhanced firm performance?
- Do other shareholders and/or stakeholders get ignored when activist investors become more influential? What are the fiduciary duties of activist investors?
- How do shareholder activists pick and influence their targets?
- How do boards, and how should boards, respond to activist shareholders?
- Is shareholder activism more effective than traditional governance mechanisms such as involved and independent boards or formal rules and regulations?
- How do the laws vary from nation to nation regarding shareholder activism?

It is the tradition of CGIR to welcome a wide variety of theoretical perspectives and methodological approaches. Since the overarching mission of the journal is to develop a global theory of corporate governance, international comparative studies are especially welcome. Both national and international topics are appropriate for consideration, but priority is given to research which spans multiple governance environments. We also invite papers dealing with different types of activist shareholders such as pension funds, (socially responsible) mutual funds, hedge funds, sovereign funds, and private equity investors.

This list of topics is suggestive rather than exhaustive. We are open to a wide range of approaches from different disciplinary backgrounds (e.g., finance, management, economics, or sociology). Both theoretical and empirical work will be considered. In accordance with CGIR’s mission, we seek for research that is both rigorously done and relevant to practitioners and/or policy-makers.

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Papers must be submitted via the CGIR website (<http://mc.manuscriptcentral.com/corg>) and should indicate that the manuscript is intended for this special issue. Contributors should follow the CGIR Author Guidelines (which can be found at [www.cgir.org](http://www.cgir.org)). The deadline for submissions is **March 31, 2009**. Papers will be subject to our standard double-blind reviewing process. It is anticipated that papers accepted for this special issue will be published in the last issue of 2009 or the first issue in 2010. For queries about this special issue, please feel free to contact the special issue guest editors, Huimin Chung ([chunghui@mail.nctu.edu.tw](mailto:chunghui@mail.nctu.edu.tw)) or Till Talaulicar ([t.talaulicar@ww.tu-berlin.de](mailto:t.talaulicar@ww.tu-berlin.de)).

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**Group & Organization Management**  
**Special Issue on Gossip in / around Organizations**

**Deadline: 1st December 2008** (but earlier submissions are welcome).

**Guest Editors:**

- Grant Michelson** (Audencia Nantes School of Management, France)  
**Ad van Iterson** (Maastricht University, the Netherlands)  
**Kathryn Waddington** (City University, United Kingdom)

It has been fifteen years since Mike Noon and Rick Delbridge argued that gossip as a subject in management and organizations 'demands greater attention in the future in terms of theory and empirical research' (Organization Studies, 1993). They proposed that gossip was intrinsic to organizational life. To ignore its seemingly ubiquitous and pervasive character would be to limit our understanding and explanation of organizations and peoples' experience in organizations. Since then, there have been relatively few studies which have sought to engage with the topic of organizational gossip. Although some have explored the role of context on gossip (e.g. Tebbutt and Marchington, Work, Employment and Society, 1997) or how gossip is related to constructs such as power (e.g. Kurland and Pelled, Academy of Management Review, 2000), there seems still much to learn about the antecedents, processes and consequences of organizational gossip.

The aim of this special issue is to extend the study of organizational gossip by generating new insights about verbal and/or written gossip both within and between organizations. How, and in what ways, does gossip illuminate our understanding of individuals, teams, and organizations and the various relationships and dynamics between these different levels? To help address such questions we invite submissions from a wide spectrum of disciplinary and cultural/national perspectives.

We will welcome papers that examine how gossip is related to a number of important topics in the study of management and organizations. Such areas might include identity, reputation, emotion, stress, sensemaking, group behavior and dynamics, leadership, and change management. The parameters of the special issue allows

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for papers that address their research questions through both quantitative and qualitative approaches. However, all papers should provide rigorous and theoretically informed analyses of their subject matter.

Suggested topics might include the following:

- Gossip antecedents and processes
- The relationship between organizational gossip and other topics including trust, identity, emotion, voice, discipline, power, control and resistance
- Gendered understandings, rules and roles of organizational gossip
- Contexts of gossip including cross-cultural dimensions and meanings of gossip
- Organizational gossip as socialization, collaboration and/or competition
- The ethics of gossip in and around organizations
- The relationship between gossip and organizational knowledge/learning
- The contribution of gossip to social exclusion and victimization; distress and harm
- Team/organizational attempts to silence gossip and team/organizational benefits of gossip
- The role and influence played by the media and governments in shaping the wider social and global context of organizational gossip
- Various ambiguities and paradoxes about teams/organizations that are revealed by and through gossip
- Methodological challenges concerning the study of gossip in and around organizations

The above list is illustrative rather than exhaustive. Other proposals that help us better understand the purpose, nature, and consequences of gossip in/around organizations are also very welcome. Prospective authors are encouraged to approach the guest editors with proposals for papers. The review process will follow a two-stage approach: first, the guest editors will ensure the paper fits the general call and meets the usual high standard expected by the journal for an academic work. If these criteria are met, papers will then be double-blind refereed. The special issue will contain no more than 4-5 full-length papers.

All submissions should follow the Publication Manual of the American Psychological Association (5<sup>th</sup> ed.) format. All papers should be submitted on-line with SageTrack (<http://mc.manuscriptcentral.com/gom>) and also send a copy of the paper to one of the guest editors: Grant Michelson ([gmichelson@audencia.com](mailto:gmichelson@audencia.com)), Ad van Iterson ([a.vaniterson@os.unimaas.nl](mailto:a.vaniterson@os.unimaas.nl)) or Kathryn Waddington ([k.waddington@city.ac.uk](mailto:k.waddington@city.ac.uk)).

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**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.

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## 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

**Submission Deadline: October 1, 2008**

#### 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 fol-

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lowing 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](mailto:richard.a.d’aveni@tuck.dartmouth.edu); Professor Giovanni Battista Dagnino, University of Catania, Catania, Italy; e-mail: [dagnino@unict.it](mailto:dagnino@unict.it); Professor Ken G. Smith, Robert H. Smith School of Business, University of Maryland, College Park, MD; e-mail: [rsmith@umd.edu](mailto:rsmith@umd.edu).



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## MANAGEMENT ACCOUNTING RESEARCH GROUP CONFERENCE

at



**13 and 14 November 2008**

CONFERENCE ANNOUNCEMENT AND FIRST CALL FOR PAPERS

GUEST SPEAKER: PROFESSOR ALAN LOWE, ASTON UNIVERSITY

We are pleased to announce that the annual MARG conference is to be held at Aston Business School on Thursday 13<sup>th</sup> and Friday 14<sup>th</sup> November. Papers are invited addressing any area of management accounting research and practice, but we would particularly welcome papers motivated by ***interpretive, mixed methods and interventionist (or action research) approaches within management accounting settings.***

Papers addressing the application, or refinement, of management accounting techniques in practical settings or related ICT implementation are especially encouraged. Examples could include, but are by no means restricted to, the effects of IT/IS (eg. ERP systems or similar integrated ICT systems in the public and private sectors), the impact of service centres, performance measurement or benchmarking systems. Possibly even the question of management control in the financial services sector. Papers from practitioners in such settings would be especially welcome.

The first day of the conference will commence at 10.30am and will consist of plenary presentations of substantive papers. At the end of the first day there will be a conference dinner where, it is hoped, delegates will have the opportunity to meet and discuss their research interests and practice developments in a relaxed setting. The second day will have parallel sessions and may be especially appealing to early career researchers, many of whom may still be completing their PhD. The conference will end after lunch on Friday 14<sup>th</sup> November.

**Full papers (or extended abstracts) should be submitted to the organisers by 30<sup>th</sup> September 2008. For the plenary presentations on the first day preference will be given to full papers.**

Stan Brignall (( +44 (0)121 204 3045; Email: [t.j.s.brignall@aston.ac.uk](mailto:t.j.s.brignall@aston.ac.uk))

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Alan Lowe (( +44 (0)121 204 3370; Email: [a.d.lowe@aston.ac.uk](mailto:a.d.lowe@aston.ac.uk))

Melina Manochin (( +44 (0)121 204 3732; Email: [m.m.manochin@aston.ac.uk](mailto:m.m.manochin@aston.ac.uk))

\* Aston Business School, Aston University, Aston Triangle, Birmingham, B4 7ET.

Thanks to the generous support of our sponsors, see below, the first 50 delegates will incur no conference fee and will benefit from free accommodation, breakfast and dinner. Thereafter delegates will be required to pay delegate rates.

**SPONSORED BY**



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**Call for Attendance - Academy of Management Meeting in Anaheim, CA  
All-Academy Professional Development Workshop (PDW)**

**Implementing the *Principles for Responsible Management Education (PRME)* – The Questions  
We Have Not Asked (Yet)**

**Date and Time:** Saturday August 9, 2008, 1:00pm – 3:30pm,

**Venue:** Anaheim Convention Center, Room 304C

Supported by the United Nations Global Compact, the *Principles for Responsible Management Education (PRME)* provide a framework for academic institutions to advance corporate responsibility through the incorporation of universal values into curricula and research. The PRME have been developed by an international task force consisting of 60 deans, university presidents and official representatives of leading business schools. Officially launched at the 2007 Global Compact Leaders Summit in Geneva, the PRME are now in the *implementation phase*.

This All-Academy PDW will bring together a variety of people from different institutions who have adopted or are considering adopting the PRME, and from a range of disciplinary backgrounds. The objectives of the workshop are twofold. First, the aim is to identify and share the questions that have emerged in the early

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phases of adopting and beginning to implement the PRME, as well as those answers concerning PRME implementation we already have. Early adopters will be invited to present their experiences and best practices; sharing these experience with others who have just adopted or are considering adopting PRME, facilitating a sharing of experiences and best practices regarding responsible management education. In addition, the PDW will provide a forum for *jointly developing* innovative solutions to implementing the PRME. Second, considering that every answer is only as good as the questions we ask, the PDW also wants participants to discuss what questions are *meaningful* when implementing the PRME and which of these questions have not been asked yet.

As the PRME concern teaching and research in *all* management-related disciplines and are *not* limited to the area of business ethics or corporate (social) responsibility, this PDW aims to bring together scholars from different disciplinary backgrounds and nationalities to explore the cross-disciplinary and international nature of responsible management education. This PDW is necessary and timely since a number of academic institutions have already signed up or are considering signing up to the PRME and thus face the crucial question of implementation.

**Format:** The All-Academy PDW consists of brief presentations and moderated roundtable discussions.

**Presenters & Facilitators:** Àngel Cabrera (Thunderbird & Head of PRME Taskforce), Manuel Escudero (United Nations Global Compact), Alan Murray (University of Sheffield), Carolyn Woo (University of Notre Dame)

**Organizers:** Andreas Rasche (Helmut-Schmidt-University Hamburg), Sandra Waddock (Boston College), Patricia H. Werhane (DePaul University Chicago, University of Virginia)

**Prior registration is not required! This All-Academy PDW is open to everyone!**

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**Professional Development Workshop (PDW)**

**AOM 2008 Research on Universities: Studying Knowledge-Creating Collaboration**

**Venue: AoM Annual Meeting 2008, Anaheim Convention Center in 201C**

**Date: Aug 9 2008**

**Time: 9:30AM - 12:00PM**

Organisers: Virginia Acha (Pfizer Inc), Markus Perkmann (Loughborough University)

For more info and registration:

[http://program.aomonline.org/2008/Session\\_Details.asp?print=true&SubmissionI](http://program.aomonline.org/2008/Session_Details.asp?print=true&SubmissionI)

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**Academy of Management Conference 2008 – Anaheim, California**

**Business Policy and Strategy Division**

**Professional Development Workshop (PDW)**

**“Fostering Publication in Leading Organization and Strategy Journals”**

**Sunday, August 10, 2008 -8:30 am -12:00 pm (Pacific Time)**

**Location: Anaheim Convention Center, 207D**

Organizers : Sergio Lazzarini (Ibmec São Paulo), Andrea Ordanini (Bocconi University)

Exciting, innovative, and relevant research projects have emerged in several parts of the world. Scholars from diverse countries, however, often face important obstacles to reach a broader audience through the publication of their research in leading, high-impact journals: in most cases, English is not their native language; their research approach may differ from the mainstream; and they may lack guidance during the arduous process of revision and resubmission. This PDW is targeted to scholars from diverse countries who seek successful publication of their research in top journals. The PDW has a very practical, hands-on orientation. Prior to the workshop, each participant will be asked to send a manuscript to the organizers, who will then forward the piece to a group of facilitators: scholars with experience in publication. During the event, participants will be provided with information regarding how to structure and frame research projects

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for publications, the distinct requirements of each outlet, how to overcome language difficulties, and so forth. There will also be a session with a “case study” of an actual process of revision and resubmission. Finally, participants will receive feedback from facilitators regarding their individual manuscripts so as to help them reach successful publication. Suggestions will address different types of articles (quantitative, qualitative, purely theoretical, etc.) and take into consideration the research traditions of scholars from different parts of the world.

## Format and schedule

The schedule of the PDW is presented below. There will be three sessions, as follows:

1. In the first session, there will be a roundtable with journal editors to discuss how to structure and frame research projects, the distinct requirements of each journal, how to overcome language difficulties, and how to deal with the revision process. The roundtable will include journals with different perspectives and orientations.
2. In the second session, there will be a discussion involving a “case study” on an actual process of revision and resubmission. The goal is to demonstrate how arduous this process can be and how scholars might successfully deal with the requirements of reviewers and pursue improvements in the submitted paper.
3. In the last session, facilitators will meet participants who previously submitted their manuscripts and then provide them with feedback regarding how to position their papers and address major issues before effective submission.

Facilitators should receive the manuscript before the PDW. We will split participants into groups of 2-3 people per facilitator.

8:30 – 8:45 Opening

(Andrea Ordanini, Sergio Lazzarini)

8:45 – 9:45 Framing and submitting manuscripts: challenges and common pitfalls

Steve Armstrong (University of Hull Business School), Editor of the International Journal of Management Reviews  
Andrew Delios (National University of Singapore), Associate Editor of the Journal of Management Studies and Canadian Journal of Administrative Sciences. Former Editor of the Asia-Pacific Journal of Management  
Will Mitchell (Duke University), Co-editor, Strategic Management Journal

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9:45 – 10:45 A case study of submission and resubmission: "How Much Does Industry Matter, Really?"

Anita McGahan (University of Toronto)

10:45 – 12:00 Individual feedback from facilitators (groups of two or three manuscripts per facilitator)

Shih-Fen Chen (University of Western Ontario) Gianvito Lanzolla (Cass Business School) Sergio Lazzarini (Ibmec São Paulo) Xavier Martin (Tilburg University) Luiz Mesquita (Arizona State University) Anita McGahan (University of Toronto) Andrea Ordanini (Bocconi University) Roberto Vassolo (IAE, Universidad Austral)

*Selection process*

Interested scholars should apply by June 16, 2008 by submitting: (a) a current CV and (b) a completed manuscript that is almost ready for submission to a research journal; no abstracts or research proposals will be accepted. Applicants will be selected based on their manuscript and their track of involvement in research in their home countries. Participants will be notified of their selection in early July, 2008.

*Registration*

To register, please visit: <https://secure.aomonline.org/PDWRreg/logon.asp>. To complete your registration, please send your CV the completed working paper to the session organizers ([andrea.ordanini@uni-bocconi.it](mailto:andrea.ordanini@uni-bocconi.it) and [SergioGLI@isp.edu.br](mailto:SergioGLI@isp.edu.br)).

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**PWD at the Academy of Management Meeting -**

**“Discovering Innovative Answers to Compelling Questions about Service”**

**Date: Aug 9 2008 12:30PM - 3:00PM**

**Venue: Anaheim Convention Center in 201C, (sponsored by TIM & MED Division)**

We know that the world economy is increasingly dominated by service activity. Yet, the teaching and research activities of scholars often do not reflect this reality: More attention is given to products than services. More attention is given to internal organizational decisions, processes and structure than customer desires and experience.

Though prototyping tools are widely used for product innovation little is known about prototyping for service innovation. This TIM & MED PDW emphasizes these challenges. Building on research findings we have designed a workshop that allows participants to use their own experience as customers to imagine a specific service environment (tourism, health or financial services) and prototype new innovations. Paired groups will use different prototyping tools to experience the magic of prototyping service innovations.

We hope the workshop experience and discussion will highlight the importance of services and approaches how to develop them, emphasize the breath of customer desires in different service environments, and illustrate the possibilities for value-adding service innovation. The more specific takeaways of the workshops are: Experience with prototyping as a potential teaching and research tool and examples of service innovation in different service environments.

Excited? Pre-Registration is not necessary, but you are kindly invited to contact Anne-Katrin Neyer ([anne-katrin.neyer@wiso.uni-erlangen.de](mailto:anne-katrin.neyer@wiso.uni-erlangen.de)) if you are interested in participating

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## **CRITICAL PERSPECTIVES ON CORPORATE GOVERNANCE: at the 6th International Critical Management Conference**

**Date: 13-15 July 2009, Warwick Business School**

**Deadline for submission of abstracts: November 1<sup>st</sup>, 2008**

### **Stream Convenors:**

**Ismael Al-Amoudi** (University of Reading; i.alamoudi@reading.ac.uk), **John Hendry** (University of Reading; j.hendry@reading.ac.uk), **John Roberts** (University of Cambridge; J.Roberts@econ.usyd.edu.au), **David Seidl** (University of Munich; seidl@bwl.lmu.de)

Corporate governance is typically defined as being just beyond the realm of management which, if textbooks are to be believed, reaches organisationally only as far as the CEO and the top team. Insisting on the importance of corporate governance to critical management studies is therefore vital since it opens up to scrutiny and challenge, the largely invisible influence of investors, analysts, regulators and governments on senior management conduct and the conduct of the firm. However, 'critical' in the realm of corporate governance involves some rather unique specifications. Conventional corporate governance is still largely dominated by attempts to test, through the quantitative analysis of large data sets, the assumptions of agency theory, extended in recent times to attempts to conceptually combine shareholder and stakeholder theories of the corporation.

If this is accepted as the conventional space for corporate governance research then critical perspectives define a very broad range of approaches that seek, through a variety of disciplinary lenses, to challenge or question this prevailing consensus, either theoretically or empirically. Possibly the most valuable basis for critique in this area is achieved through a shift of methodology, and we would particularly welcome theoretically informed papers that include qualitative empirical and process oriented studies of the operation of some element of corporate governance. Whilst qualitative studies of boards are very welcome, we would also like to encourage papers that focus on the work of professional service organisations – accountants, lawyers, compensation consultants, investment bankers – in their role as key gatekeepers for corporate executives. We would also particularly welcome qualitative studies that focus on the work of analysts, fund managers, credit rating agencies, investment advisors and trustees as these mediate the relationship between corporate management and boards and their ultimate shareholder beneficiaries. In relation to all these different contexts, a critical approach involves using empirical work both to more fully describe practice and to challenge the normative rationales that are offered for the work of these different groups.



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Much corporate governance research also makes the normative assumption that Anglo-American corporate governance is the ideal against which other national systems should be judged and towards which they should seek to converge. We would welcome papers that explore corporate governance practices in their own institutional, economic and political contexts.

Finally, at a theoretical or conceptual level we would welcome papers that question or challenge the economic conception of governance which typically combines assumptions about the property rights of owners and the self interested opportunism of agents to derive a theory of governance based on incentives, disclosure and monitoring. Alternative ethical, political or post-modern explorations of the process of governance would be very welcome.

Please email abstracts to [i.alamoudi@reading.ac.uk](mailto:i.alamoudi@reading.ac.uk) (maximum 1000 words, A4 paper, single spaced, 12 point font) **before 1<sup>st</sup> November 2008.**

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## International Journal of Opportunity, Growth and Value Creation (IJOGVC)

### Special Issue on: "Growth"

#### Guest Editors:

**Dr. Rainer Harms, University of Klagenfurt, Austria**

**Dr. Joanne Scillitoe, Michigan Technological University, USA**

This special issue spotlights the *growth* of entrepreneurial enterprises. Growth is at the core of entrepreneurial activities and subsequent development, and is reflected by the exploitation of opportunities and subsequent organizational development. The issue will thus draw attention to shedding new light on the *sources*, *processes*, and *outcomes* associated with organisational growth, particularly in the context of entrepreneurial firms. As we acknowledge that growth is a multidimensional phenomenon, papers that address growth from multiple levels of analysis are very welcome.

Topics of interest to this IJOGVC focus issue include, but are not limited to:

- Influence of founder/team characteristics on growth
- Influence of strategy, particularly innovation and entrepreneurial, on growth
- Influence of the task/external environment on growth
- Management and control of fast/rapidly growing enterprises
- Measuring entrepreneurial growth across various stages of development
- The (temporal) relationship between growth and other performance indicators
- Theory on growth: resources, capabilities, networks, and barriers

Role of institutions, such as government, incubators, and agencies, in firm growth

#### Notes for Prospective Authors

Submitted papers should not have been previously published nor be currently under consideration for publication elsewhere

All papers are refereed through a peer review process. A guide for authors, sample copies and other relevant information for submitting papers are available on the [Author Guidelines](#) page

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## Important Dates

Paper Submission Deadline: 31 October 2008

## Editors and Notes

You may send one copy in the form of an MS Word file attached to an e-mail (details in Author Guidelines) to the following:

Dr. Rainer Harms  
University of Klagenfurt  
Department of Innovation Management and Entrepreneurship  
Universitätsstr. 65-67, A-9020 Klagenfurt  
Austria  
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with a copy to:

IEL Editorial Office  
E-mail: [ijogvc@inderscience.com](mailto:ijogvc@inderscience.com)

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# HOW DOES KNOWLEDGE MATTER?

## **SMS 28TH ANNUAL INTERNATIONAL CONFERENCE COLOGNE GERMANY: OCTOBER 12-15, 2008**

In today's "Post-Industrial Era", economic growth is mainly driven by the accumulation and application of knowledge. Knowledge is widely recognized as a resource that is critical for explaining performance differences, innovation, market dynamics, and governance issues. As economies have become more knowledge-intensive, interest in knowledge management has significantly increased. The abilities to create, acquire, disseminate, and apply knowledge within the firm and across firms are increasingly recognized as essential for gaining and sustaining a competitive advantage.



## **Where the Leaders in Strategy Meet!**