

LETTER FROM THE PRESIDENT

Dear EURAM members, friends and colleagues

This is the last newsletter address I write to you as EURAM president. During our general assembly meeting in the afternoon Friday 8th of June Maurizio Zollo from Bocconi University is expected to take over the position as president. I will thus here and now wish Maurizio welcome. One of the things I have appreciated the most during my period as president is the overwhelming support for the EURAM strategy and the commitment I made as I was a candidate for becoming the president. This support I have got from you as individual members and from sister organizations: To be a European-based community of engaged management scholars, and that EURAM exists to meet needs among scholars, businesses and the society at large.

Working as a president has been extremely rewarding, but also extremely time consuming and resource demanding. Attending meetings of our sister organizations almost once a month, working directly with highly committed and motivated volunteers including with the various SIGs and their officers, contributing to shaping the future of management research, and meeting so many positive persons. Here I will highlight some of my reflections on a few issues that in these two years have been given priority: community building, establishing engaged scholarship and having a European-based platform, external relations and academic assessments.

Community Building. EURAM is not only a conference, but a community supporting and nurturing scholars and scholarships. Long term membership and con-

tinuity in the SIGs (Strategic Interest Groups) will follow. The individual members and the SIGs will be the core units in the community, and our attention should go to stimulating and supporting the development of the SIGs. Our Vice President Henk Volberda has recently handed over the charge of SIG development to Hans van Ees. Hans has also been in charge of communication. This has been clearly spelled out in the recent period. Meeting the needs of the individual scholar is and should be the core of EURAM. This has consequences also for fee structure and fee level. Membership fees should be as low as possible and not directly be based on participation in conferences. This has been a main point for Julienne Brabet, our Vice President of membership. Membership should be long term and not based on conference participation. Furthermore, the community should be built on involvement and voluntarism. In the community we shall not have somebody serving the rest, but all should be there for each other. Active initiatives need to be taken for securing inclusion and involvement at all levels. Inclusion involves in the short run much planning and direct contacts. Important steps have thus been taken for developing SIG leadership, committees and task forces. However, much more work is needed. The resources of EURAM are and shall be a caring community, scholarly contribution and voluntarism. EURAM may have and need financial resources to be able to achieve some of the goals, but our real resources are and should be the competencies and involvement of our members. We clearly need a strengthened executive



Morten Huse

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office, but its main tasks should be to support involvement and voluntarism. Luca **Gnan** has in addition to being our Vice President for conferences also acted as deputy president and executive director. I would not have survived these two years as president without him and Luisa **Jaffe** (our beloved executive officer). Kathrin **Möslein** has been our Vice President for professional development. Her charge has included the doctoral consortia, our awards and the development of the group of EURAM fellows.

Engaged scholars believe in what they are doing, which also includes a deep or deeper level rigor and relevance. We shall enjoy being able to publish, and we shall be involved in developing good journals and outlets for our research. We may also need to develop and stimulate outlets and journals that are different from already existing outlets. We need journals and other outlets focusing deep level relevance and deep level rigor – focusing on our needs and challenges in Europe. But publishing should never be the final objective of our efforts. I want to see scholars wanting to contribute to knowledge creation – directly or through others. I want to see scholars that believe in what they are doing – both with respect to rigor and relevance. But a deep level rigor and deep level relevance that is important for knowledge creation and meeting needs in the society. We should rethink the objective of our doctoral programs and academic training. We should train our student so that they can have contributions in academia, business and society – also for future generations. Our students are the future, and how we train them will have implications for the future of our societies. Top scholarship is not only related to publications in US based journals, but about maturity and contributions.

European based. We need to focus on Europe and not having the ambition of conquering the whole world. But at the same time we should be inspired by what takes place on other continents. I have during my presidency been happy to share with colleagues and similar organization on other continents, but EURAM must never forget or be distracted from our objectives. We need to have an understanding and perspectives going beyond local issues in Europe. However, our core is in Europe, European based research

and European based scholars, and we are and should remain being a European based community. In a similar way AoM (USA) and ANZAM (Australia and New Zealand), etc have and should have it focus on their members from their region and have a main focus on meeting needs or raising questions of particular importance locally or regionally.

External relations and establishing a forum for external relation. I have highly appreciated the work Michèle **Morner** has done in establishing a forum for external relations at our annual meetings. In Tallinn and now in Rotterdam we have guests or official representations from about twenty sister organizations. This forum, including several meetings during our conference and many follow up meetings, contributes to joint understanding and joint efforts in working for joint overarching objectives. We believe and we see that our efforts are meaningful, and when standing together we can make a change. Through the external relations initiatives we are finding our place and contribution in relation to other learned societies. Following up these relations has led me to attend meetings and conferences almost twice a month this year. But they have helped us define our place and contribution in the international community. How can we make a contribution? Focus on collaboration rather than competition. The external relations have been in two main directions: Inside Europe and on the global arena. Personally I will like to give IFSAM (International Federation of Scholarly Associations of Management) an important role in coordination among learned societies on the global arena, but I want to see IFSAM as an umbrella for collaborations among scholarly associations of management and not as a conference organizer.

Academic Assessments and how to evaluate academic merit. This has been the content in many of the interactions and a strategic issue shaping EURAM's and also my decision-making. After a period of adapting to a system where academic assessment has been based on publications in a few US based journals, we have recently experienced a growing criticism of this fast approaching and more and more dominating pressure to publish, leading to an over-

ly focus on publishing techniques rather than academic and scholarly maturity. Scholars in Europe have during the recent decade gone through a process where we have learnt to publish and we have learnt many of the techniques of the handicraft of publishing. Now we need to set standards that are important on the European arena and for Europe, and we should also contribute to setting standards important on the global arena. We have a role in influencing standard setting. This can be done directly in relation to universities, country standards, etc. This can be done through involvement with or through various sister organizations as EFMD (European Foundation for Management Development), AoM (Academy of Management in USA) and through national and regional associations in Europe. I am very happy see and learn from the development in Britain and at BAM (the British Academy of Management) and in various leading universities in Europe. Contributions and maturity more than only publications are again getting attention. On these issues I have also been highly inspired by the French Academy of Management and in particular Thomas Durant. EMR (European Management Review) is EURAM's own journal and important steps for raising its reputation have been made by its editor Alfonso **Gamberdella**.

During the recent year I sometimes have felt like being a firefighter, and there are many additional issues I should have liked to contribute more to. I think a rethinking of our governance structure is needed, and I would have liked to have more energy to work on the conference programmes, etc. However, structural initiatives are now being taken to meet some of these challenges. We have during the recent two years also twice organized strategy meetings for the board, and once also for SIG leaders. The incoming president has furthermore on his agenda to continue including the board in strategy discussions. I hope that Maurizio **Zollo** will give priority to follow up according to the lines and reflections being presented here. Finally, I will particularly mention that three of our Executive Committee members now will leave their position – Kathrin **Möslein**, Michèle **Morner** and Henk **Volberda**. Replacements are nominated and we expect them to be appointed during the board meeting in Rotterdam. Thanks to Henk, Michele and Kathrin. My main charge for the coming year is to lead the process of

electing a new president.

Warm regards

Morten Huse, President
Morten.huse@bi.no

EURAM

European Academy of Management

@Headquarters

**Supporting a Community of
European Engaged Management Scholars**

EURAM'12 Conference

**We hope to see many of you at the EURAM'12 Conference
6-8 June 2012 in Rotterdam!**

The EURAM Executive Office

CALL FOR PAPERS, CONFERENCES, RESEARCH GRANTS, VACANCIES ETC

EUROPEAN MANAGEMENT REVIEW: NEW PUBLISHING AGREEMENT

European Management Review is now proudly published by Wiley-Blackwell. This new partnership enables *EMR* articles to be read by an extensive international community of Management scholars, academics, and practitioners, as the journal is now available in over **3,000** major research institutions.

European Management Review's new online home (www.europeanmanagementreview.com) features all *EMR* articles back to volume 1, on a user friendly platform, where you can access full text articles, quickly locate related content, easily export citations, and click through to full references.

You can also ensure that you never miss out on the latest *EMR* articles, by registering for personal email alerts, which notify you when new *EMR* content is published online. Simply click on the *EMR* homepage.

Online access to all *EMR* articles is completely **FREE** to EURAM members. Simply log on to the [members area](#) of the EURAM site, and click through to [European Management Review's](#) homepage.

As part of your EURAM membership benefits, Wiley-Blackwell are pleased to offer members **FREE online access to 14 other Management journals**, which you can access via the [members area](#) of the EURAM website.

Your **complimentary journals** are:

Corporate Governance: An International Review

Creativity and Innovation Management

European Financial Management

Gender Work Organisations

Human Resource Management

Human Resource Management Journal

International Journal of Selection Assessment

Journal of Economics and Management Strategy

Journal of Organizational Behavior

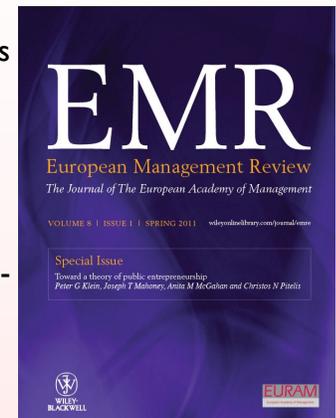
Managerial and Decision Economics

New Technology Work and Employment

R & D Management

Strategic Entrepreneurship Journal

Strategic Management Journal



Achieving Excellence in Teaching

It is almost a common practice that after working hard and completing their doctoral or post-doctoral studies, young experts are requested to assume a much higher responsibility in the area of teaching. Very frequently, however, they are pushed into the classroom without being provided with any educational inputs on the art of teaching.

Recognizing the importance of the high-class teaching for the fulfillment of their respective mission statements, and understanding the need for developing teaching skills, business schools try to develop appropriate responses, including through their own faculty development efforts. These efforts are sometimes institutionalized in the form of teaching excellence centers, special departments and other faculty development entities.



International collaboration in this area offers numerous opportunities and synergy making potential. It also responds to the challenges and opportunities stemming from the globalization and increasingly higher competitiveness of the business education industry.

By bringing in prominent program faculty from best business schools in the world and participants from different disciplinary, departmental, institutional and cultural backgrounds, [CEEMAN's International Management Teachers Academy](#) has become a major European faculty development program which has already educated 415 management educators from 126 institutions from 34 countries around the globe. They have improved their knowledge, skills and attitudes related to general and discipline-specific aspects of management education (Strategy, Marketing, Finance, Accounting, Operations Management, Human Resource Management, Leadership and Change Management, Entrepreneurship, etc.).

While being heavily focused on helping junior faculty members develop their teaching philosophy, strategy and methods (particularly the use of case method), the program is structured around the multiple roles of faculty and the respective synergies that are produced when effectively combining teaching with research, consultancy/community service, and institution-building.

An important aspect of the program, which is aimed at the development of a new generation of management educators for the new generation of business leaders, is social responsibility of management educators. To further strengthen this aspect, IMTA 2012 is for the first time introducing a new disciplinary track on how to teach business ethics, CSR and sustainable development.

The 13th edition of the heavily subsidized two-week program, [IMTA 2012](#), is scheduled for 10-22 June 2012 in Bled, Slovenia and welcomes applications from all over the world. *A limited number of additional scholarships is provided for participants from Africa and Latin America.* After accomplishing IMTA 2012, the program participants will join [IMTA Alumni Association](#), through which they will further strengthen their personal, professional and institutional communication and collaboration, while gaining continuous post-program support from IMTA and CEEMAN.



Special Strategy-as-Practice Workshop

Paris Dauphine
DRM - Management & Organisation
June 2012, 11th-12th

Special Guest

Richard **Whittington** (Said Business School, University of Oxford)

Scientific Committee

Stéphanie **Dameron** (Université Paris-Dauphine), Florence **Allard-Poesi** (Université Paris Sud)
Damon **Golsorkhi** (Grenoble Ecole de Management), Jean-Pascal **Gond** (HEC Montreal), Isabelle **Huault**
(Université Paris-Dauphine), Jane **Lê** (University of Sydney), Curtis D. **LeBaron** (Brigham Young University), Véro-
nique **Perret** (Université Paris-Dauphine), Linda **Rouleau** (HEC Montreal), Richard **Whittington** (Said Business
School, University of Oxford)

Organizing Committee

Lionel **Garreau** (Université Paris-Dauphine), Stéphanie **Dameron** (Université Paris-Dauphine), Colette **Depeyre**
(Université Paris-Dauphine), Philippe **Mouricou** (ESEM Business School), Anthony **Gour** (Université Paris-
Dauphine), Christine **Vicens** (Université Paris-Dauphine)

It has been more than 15 years since the practice-based view of strategy was introduced as a relevant and potentially innovative way of understanding strategic processes in organizations. Today, new insights that are based on the strategy-as-practice perspective are still needed in order to better understand how people develop strategy in organizations. With this workshop, we seek to explore new developments in the strategy-as-practice arena. More specifically, we encourage contributions that address the concepts of materiality and sociomateriality as they exist in the practice of strategy; i.e. the inseparability of the social and material aspects of strategic work. In particular, we welcome research on objects, artifacts, and the material elements and practices that practitioners mobilize in shaping strategic development processes, making strategic decisions, and/or implementing strategies. In recognition of the breadth of this topic, we also invite submissions whose subjects fall outside of these themes.

This workshop will be held in anticipation of a British Journal of Management Special Issue on “*Strategizing Material & Materializing Strategy*”. The journal’s editors, who will be part of the scientific committee, will encourage the best papers from this workshop to be submitted to the BJM Special Issue.

Example Topics

We welcome theoretical, conceptual, comparative and empirically-based papers that may provide new insights on the strategy-as-practice field, especially those that focus on the material practices associated with strategizing. In particular, we welcome papers that address the following themes (this list is not exhaustive):

How do managers use materials and tools to shape strategic processes and decisions?
What roles do different types of strategists play in creating, diffusing and/or using strategic materials and tools?
How does materiality constrain and/or enhance strategic practice?
How do strategic processes materialize?
How are participants' physical bodies both a resource and a constraint for strategizing?
How do materials and tools gain legitimacy? How are they diffused within and beyond organizations?
What types of materials and tools are used to shape the strategic process? How do they shape the strategic process?
What are the dynamics between strategic materials and strategic tools?
What are the dynamics between strategic materials or tools and other elements of strategic practice (e.g. effects and emotions)?

Program

The S-a-P Workshop will be held at Paris-Dauphine University, located in Paris, France, on June 11th & 12th. Monday, June 11th (afternoon) will be dedicated to a PhD students' workshop and will include a range of individuals from the scientific committee. Tuesday, June 12th will be dedicated to two parallel sessions, one focused on the presentation of papers and the other focused on plenary sessions for guest speakers.

Submission process

Parallel sessions

We welcome papers that take either a theoretical or empirical perspective on strategy-as-practice, with a special focus on the material practices associated with strategizing.

Submissions can be in the form of research in progress, a draft manuscript, or a paper that is ready to be submitted to a journal. Please submit **a proposal** (roughly 500 words) **by March 15th, 2012** by email to: workshopstrategy@dauphine.fr Each contributor should indicate their name and affiliation(s) at the top of their submission.

Submissions will be assessed by the Scientific Committee and decisions will be communicated to authors by April 6th, 2012. Full papers (at least 5000 words) should be sent by May 15th 2012 via email to: workshopstrategy@dauphine.fr

Papers must be written in English or French. All presentations will be held in English.

PhD workshop

PhD students will have the opportunity to present advances in their doctoral research projects for discussion and feedback. PhD students who wish to participate in the this workshop should send a **5 page summary that articulates their research question, research design, expected results and anticipated or current difficulties no later than March 15th**. The document should include 5 to 10 references that are considered critical to the dissertation. PhD students should include the following at the top of their submissions: name, affiliation, PhD director and year of scholarship. The object of the email should read, "PhD workshop S-as-P submission".

Further Information:

Submissions: workshopstrategy@dauphine.fr

Workshop organization: lionel.garreau@dauphine.fr

Website: www.workshopstrategy.dauphine.fr <http://www.crepa.dauphine.fr>

Governance and CSR: Implications for Labour

Editor: Dr Suzanne Young, s.h.young@latrobe.edu.au

Governance and CSR has had an increasing focus from the media, investor groups, community and unions as corporate collapses, frauds and bankruptcies have occurred. The GFC demonstrated the failure of compliance-based approaches to regulate behaviour. Even organizations found in the Anglo-world that operate predominantly from the shareholder primacy approach where organizational purpose is based on fulfilling the needs of owners - achieved through maximising financial returns- are increasingly making statements about stakeholder engagement and highlighting this in the work they do in the Corporate Social responsibility field. Employees are key actors in Governance along with capital and management, but their position in governance is problematic with minimal research that examines empirically the position of employees as key stakeholders or how organisations prioritise their needs as stakeholders.

Questions that arise:

- Are employees included in the Governance system alongside capital and management?
- How are their needs prioritised in comparison to other stakeholders?
- In their CSR policies and practices do organisations include responsibilities to employees? How do CSR practices impact on labour and their work?
- Are organisations moving to a more inclusive democratic system of governance as they adopt CSR practices and CSR reporting?
- Do institutional investors question companies about their responsibilities and actions towards employees?
- Do unions include organisational CSR practices in their EB agreements?
- How does climate change impact on jobs?
- The special edition is seeking papers that address the impact of governance systems and CSR policies and practices towards labour.

Labour and Industry, as the official journal of the Association of Industrial Relations Academics of Australia and New Zealand, offers a multi-disciplinary perspective on all aspects of the social, organizational and institutional aspects of work and industrial relations. The journal publishes original, high quality research and policy papers that investigate the implications of changing work relations for employers, employees, unions, government and other social actors with a stake in industrial relations. The aims of the journal are to encourage debate and the exchange of views between researchers, to challenge the conceptual boundaries of work and industrial relations, and to contribute to the generation of new ideas by drawing on insights from diverse disciplines. These disciplines include: industrial/employment relations, human resource management, labour and business history, labour and employment law, management and organisational studies, political science and public policy, psychology, sociology and related disciplines.

Papers are due to s.h.young@latrobe.edu.au by end of **August 2012**

Reviewed and comments to authors by end of **September 2012**

Final papers due end of **November 2012**

Dr Suzanne Young, Associate Professor, Latrobe Business School, La Trobe University, Melbourne, Australia

Temporary Organization and Workers' Representation

Guest editors: Michael Fichter & Jörg Sydow,
Freie Universität Berlin, Germany
Schwerpunktheft der
Industriellen Beziehungen.
Zeitschrift für Arbeit, Organisation und Management

In today's world, temporary forms of organization are growing in relevance. Increasingly, the creation of economic value is organized in projects. While the construction industry certainly remains the traditional point of reference for this development, other economic sectors such as the creative industries have become the new emblem for this form of value creation. Perhaps most interestingly, however, is that even value creation processes in traditional organizations like automobile manufacturers have been diagnosed as being 'projectified'. Against this background, some already speak of a Project Economy or even Project Society.

Project-based work in and across organizations poses new challenges for traditional institutions of workers' representation, for works council as well as for unions. How, for example, can the interests of project workers be collectively represented, given the limited co-presence not only of the work council or union members but of the project workers themselves. Against this backdrop, *Industrielle Beziehungen – The German Journal of Industrial Relations* wishes to publish a Special Issue (SI) devoted to temporary organization and workers' representation. Papers submitted to the SI may address questions like:

- Which industries or regions are affected most by the spread of project-based work? How do the traditional institutions of participation and codetermination in these industries or regions adapt?
- How do unions, whether on the local, the national, or the global level, which are particularly confronted with temporary and fluid forms of work, approach effective worker representation under these especially demanding conditions?
- What role do network forms of interest representation have in industries or regions populated by projects? How do works council and union representatives stay in touch with often remote project workers?
- How can the interests of permanent-temporary workers be represented?
- What challenges does the growing popularity of interim or temporary management pose regarding the interest representation of workers?
- To what extent do workers representatives on a local, national or global regard themselves as project-organizers? How do they organize campaigns or even interest representation as projects?

Manuscripts, written in English or German, introducing new concepts and/or presenting fresh empirical insights on these or related questions are invited for submission to the SI. Deadline for submission is **September 30, 2012**. All submitted manuscripts will be subject to a double-blind review process. The publication of the Special Issue is planned for summer 2013. For more information please visit www.hampp-verlag.de/hampp_e-journals_IndB.htm.

human relations

When it can be good to feel bad, and bad to feel good – Exploring asymmetries in workplace emotional outcomes

Guest Editors:

Dirk **Lindebaum** (University of Liverpool Management School, UK)

Peter J **Jordan** (Griffith Business School, Australia)

Marie T **Dasborough** (University of Miami, USA)

Within contemporary management research, there is a symmetrical assumption that so-called positive emotions and positive concepts yield positive outcomes (e.g., Bono and Ilies, 2006; Salovey et al., 2002), whereas negative emotions and negative concepts lead to negative outcomes (e.g., Gardner et al., 2009). Our primary intention with this special issue is to challenge these basic assumptions by problematizing this body of knowledge (Alvesson and Sandberg, 2011). Specifically, our proposed alternative is premised on the fact that the realities of organizational life do not reflect such a neat juxtaposition.

Please note that we are especially receptive to (i) contributions from a variety of ontological traditions, (ii) papers conspicuous by innovative and challenging theorizing, and (iii) studies from a multiplicity of methodological backgrounds. However, a prerequisite for *all* submissions must be firm theoretical grounding in the relevant literature. For theoretical pieces, we expect that they also offer significant novel theoretical insights. For empirical papers, we expect that they have a strong methodological design, competently execute the data analysis, and offer significant new insights as a result. Authors are strongly encouraged to refer to the *Human Relations* website and the instructions on submitting a paper for more details about the types of manuscripts that will be considered for publication.

Contributors should note:

- This is an open and competitive call for manuscripts, and the submitted manuscripts will be blind reviewed by experienced scholars in the field.
- Submitted manuscripts must be based on original material not accepted by or under consideration by any other journal or publication outlet.
- For empirical papers based on data sets from which multiple papers have been generated, the guest editors must be provided with copies of all other papers based on the same data to ensure a unique intellectual contribution is being made.
- The guest editors will select a number of papers to be included in the special issue, but other papers submitted in this process may be considered for publication in other issues of the journal.

The deadline for submissions is **1 April 2013** with submissions submitted no earlier than 01 March 2013. The special issue is intended for publication in 2015.

Questions about expectations, requirements, and the appropriateness of a topic should be directed to the guest editors of the special issue. They are also open to discussing initial ideas for papers, and can be contacted by email:

Dirk Lindebaum (d.lindebaum@liverpool.ac.uk) , Peter J Jordan (peter.jordan@griffith.edu.au)

Marie T Dasborough (m.dasborough@miami.edu)



Understanding entrepreneurship: challenging dominant perspectives and theorising entrepreneurship through new post-positivist epistemologies

Special Issue Guest Editors

Alistair **Anderson**, Robert Gordon University, UK (a.r.anderson@rgu.ac.uk)

Alain **Fayolle**, EM Lyon Business School, France (fayolle@em-lyon.com)

Jeremy **Howells**, University of Southampton, UK (j.howells@soton.ac.uk)

Mine **Karatas-Ozkan**, University of Southampton, UK (mko@soton.ac.uk)

Roland **Condor**, EM Normandie Business School, France (r.condor@em-normandie.fr)

Submission deadline: June 1, 2012

Over the past decade entrepreneurship scholarship has generated a large body of research reflecting an important and dynamic subject domain (Wiklund, Davidsson, Audretsch and Karlsson, 2011). Entrepreneurship has become an increasingly popular field of study with a growing community of scholars from a wide spectrum of disciplines and methodological perspectives (Acs and Audretsch, 2003; McDonald et al, 2004; Zahra, 2007). Despite the growing attention to, and richness in, methodological approaches, entrepreneurship still lacks methodological diversity (Neergard and Ulhoi, 2007; Wiklund et al, 2011). Positivist approaches and associated quantitative studies have dominated the field until the early 2000s (Ucbasaran, Westhead and Wright, 2001; Gartner and Birley, 2002). Consequently post-positivist approaches and associated qualitative research designs are 'demonstrably underrepresented in entrepreneurship research' (Hindle, 2004, p. 577). This is in spite of the ability of non-positivistic approaches to address interesting, even fundamental entrepreneurship questions (Anderson and Starnawska, 2008).

Entrepreneurship is characterised by complex, dynamic and emergent processes and the interplay between actors, processes and contexts (Anderson et al, forthcoming). Post-positivistic approaches offer the opportunity to examine subtleties of the phenomenon of entrepreneurship by placing emphasis on a range of its dimensions and the interplays between dimensions. Such post-positivistic research aims to develop constructs, concepts and theory which enhance our grasp of social phenomena in natural settings, with due emphasis on the experiences, views and understandings of all participants (Patton, 2002), and hence significantly contribute to the advancement of scholarly activity in the field of entrepreneurship. Different epistemologies widen the options for entrepreneurship researchers, allowing them to accommodate greater complexity in their research findings and to reflect upon the lived experiences of entrepreneurs (Neergard and Ulhoi, 2007).

There is a growing recognition that certain research questions can only be addressed by qualitative work rooted in post-positivist research paradigms. Approaching entrepreneurship as a complex social phenomenon in a particular spatial and temporal context entails a move away from the predominant assumption that entrepreneurship research will benefit from one overarching theory, concept or methodology (Welter, 2011). We suggest that a deeper engagement with the philosophical and theoretical foundations of entrepreneurship research is fundamentally important in generating new insights and offering new ways of theorising in the field. Furthermore, we argue that despite a growing body of post-positivistic research in response to such calls, 'legitimacy' of these approaches is still subject to debate on the grounds of rigour and relevance. The aim of this special issue is to challenge these prevailing but often-hidden assumptions.

We therefore invite papers that help to establish the relevance and utility of different post-positivist epistemologies; explaining their nature and how they are underpinned by a broad spectrum of research paradigms and traditions, such as interpretivism, social constructionism, critical realism and postmodernism. We seek papers that are reflexive in their nature and transparent in their application of such paradigmatic qualitative designs and theoretical underpinnings. In so doing, we aim to promote qualitative studies in entrepreneurship research that develop theory based on rich and credible qualitative data collected and analysed through rigorous research methods. However, we also welcome papers that develop particular methodological approaches, including the inter-play between quantitative and qualitative approaches, or demonstrate the contribution of qualitative research through real empirical examples.

Possible questions and areas to be addressed in papers include, but are not limited to, the following:

Paradigmatic debates:

What is the contribution of post-positivist paradigms and traditions to entrepreneurship research?

Is the issue of paradigm commensurability resolved in entrepreneurship research?

What are the philosophical foundations of different research traditions in entrepreneurship research and how do such philosophical underpinnings inform the formulation of research questions, the design of research and of course, the findings?

What does critical realism offer to enhance our understanding of entrepreneurship, for example how does it differ from social constructionism and postmodernism?

Implications for research:

What are the gaps and omissions in entrepreneurship research that are yet to be addressed, and how can they be better addressed by studies that take qualitative perspectives?

What are the methodological challenges of designing and conducting post-positivist research in entrepreneurship?

How can we evaluate and judge the 'quality' of post-positivist and qualitative research in entrepreneurship?

Which levels of analysis are taken into consideration in such research taking post-positivistic approach? Which approaches are more tuned with layered ontology of entrepreneurship that focuses on multi-level analysis (i.e. individual, organisational and macro-environmental levels)?

How well do such studies transcend the structure and agency dichotomy in entrepreneurship research?

Implications for theory:

Which disciplinary do debates prevail in entrepreneurship research? What is the value of inter-disciplinary work in post-positivist understandings of entrepreneurship?

Does such entrepreneurship research generate insights that are applicable to other areas of management and organization studies?

How well do those insights bridge the gap between entrepreneurship theory, practice and policy?

Review process and timetable

Submissions will be desk-reviewed by the Guest Editors. Manuscripts will be sent for full review if they make a sound and interesting contribution to the debates outlined. JSBM's high standards will be ensured by the guest editorial team and reviewers.

Paper submissions:	June 1, 2012
Initial desk review:	July 1, 2012
Round 1 review:	November 1, 2012
Resubmissions:	March 1, 2013
Round 2 review:	June 1, 2013
Resubmissions:	September 1, 2013
Final editorial:	November 1, 2013
Publication date:	October 2014

Early submissions are welcome and will be put into the review process straightaway. All submissions for the special issue should comply with the paper formatting guidelines for JSBM and must be submitted electronically at <http://mc.manuscriptcentral.com/jsbm> and clearly identified as for this Special Issue.



Research and Education Conference 2012

Register now for the PMI® Research and Education Conference 2012

Registration is now open for the PMI® Research and Education Conference 2012, 15-18 July, Limerick, Ireland, a premier international project management research and education event that brings together scholars, senior practitioners and students of project management and allied disciplines. T

he conference will provide attendees with opportunities to discuss new project management research findings and teaching methods and to generate ideas that can be applied to project management practice. For more information on this event, please visit the conference website at <http://congresses.pmi.org/ResearchConf2012>.

The conference will feature over 70 sessions that include proffered paper, poster, incubator, symposia presentations and plenary speakers listed below (more speakers to be announced):

Raymond E. Levitt, PhD Director, Collaboratory for Research on Global Projects and Academic Director for Stanford Advanced Project Management Program, Stanford University

Dr. Levitt's presentation, "Toward Project Management 2.0," will address why key assumptions underlying PM 1.0 are frequently not valid, and will describe key elements for evolving PM 2.0 approaches to project management in various industries.

Christoph H. Loch, PhD Director, Cambridge Judge Business School, Cambridge University. Dr. Loch is the winner of the PMI 2011 PMI Research Achievement Award.

His address, "Ensuring Strategic Guidance for Projects," will focus on key challenges of major projects, uncertainty and stakeholder agreement on goals. Dr. Loch will describe strategies for obtaining sufficient project information, setting targets and measuring progress, responding to surprises and motivating team members.

For questions contact Jake **Williams** at: jake.williams@pmi.org



**EABIS 11th ANNUAL COLLOQUIUM
Strategic Innovation for Sustainability
HOSTED BY IMD
LAUSANNE, JULY 3-4, 2012**

On behalf of IMD and EABIS, we would like to invite you to participate in the 11th Annual Colloquium on 2-4 July 2012 in Lausanne, Switzerland. This year's theme is "Strategic Innovation for Sustainability".

Since the date of the event is approaching and registration is now available online, we would like to take this opportunity to remind you that all participants must register online. The **deadline is 30 June 2012** but those registering by 15 May benefit from a special price.

We warmly encourage those interested to **submit a contribution** to do so. We extended the deadline **until 20th April** and you can download the Call for Contributions here. As in previous years, the best papers will be published in a special issue of the Corporate Governance Journal. EABIS welcomes presentations from a wide range of contributors, especially academics, business managers, executives, policy makers, and civil activists. We particularly encourage joint academic-business presentations. Please don't hesitate to forward this invitation to other colleagues. Finally, we appreciate if you can spread the word by sharing information on the Colloquium within your network.

More information about the Colloquium's programme and on registration is available at www.imd.org/calendar/EABIS-11th-Annual-Colloquium.cfm.

Call for papers: ***Journal of Global Mobility: The Home of Expatriate Management Research (JGM)***

The Editor-in-chief, Prof. Jan **Selmer**, (Aarhus University, Denmark) is currently inviting papers for the *Journal of Global Mobility: The Home of Expatriate Management Research (JGM)*, to be launched in 2013. JGM provides an outlet for research on expatriate management and other topics of global mobility and focuses primarily on white-collar, skilled workers/professionals and their immediate context at work and outside work.

To submit a paper, please refer to the journal's author guidelines and send it to the Editor-in-Chief, Prof. Jan Selmer at: jgm.editor@yahoo.com. For more information on the journal, please go to www.emeraldinsight.com/jgm.htm

On another note, Prof Jan Selmer will be co-chairing the expatriate management track at EURAM 2012 conference. If you are interested in attending, please register at: <http://euram2012.nl/r/default.asp?ild=EMDLDM>

Policy Conference 2012

Business Experiences and Social Responsibilities: Between Global Challenges and Economic Policies

The Monash European and EU Centre, the Monash University Department of Management and the International Business Research Group at the University of Adelaide are proudly sponsoring this Policy Conference.

Date: Monday 24 – Tuesday 25 September 2012

Venue: Monash University Prato Centre, Palazzo Vaj, Via Pugliesi, 26 59100 Prato, Italy, <http://www.ita.monash.edu/> (40 mins drive to Florence, in the heart of Tuscany)

The uncertain business context created by the EU enlargement and the global financial crisis has led to new EU policies introduced to address this context. The use of traditional strategic approaches available to foreign firms operating in the EU, especially in matters of managing multiculturalism and cultural diversity in their organisation, may no longer be appropriate. We invite a variety of approaches (philosophical, political, sociological, managerial and economic) to address this major issue in international business, corporate ethics, governance and social responsibility.

European and international experts will address the following themes:

- New ethical and social responsibility issues for businesses operating in an enlarging and integrating European Union: the EU debt crisis, the euro crisis, effects of the global financial crisis
- The place of corporate social responsibility in the European social model
- Multiculturalism and the impact of globalisation on cultural diversity: challenges faced by internationalising non-EU businesses operating in the EU (e.g. experience sharing between Australia and EU countries)
- The role of philosophical criticism in shaping economic, political and legal institutions and their impact on economic action.

Featured speakers include:

Professor Pierre Guillet **de Monthoux**, Head – Department of Management, Politics and Philosophy, Copenhagen Business School (Denmark)

Professor Anna **Leander**, Department of Management, Politics and Philosophy, Copenhagen Business School (Denmark)

Associate Professor Susan **Freeman**, Discipline Leader – International Business, University of Adelaide Business School (Australia)

Professor Eric **Pezet**, Co-Director – Paris Research in Norms Management and Law (PRIMAL), Université Paris Ouest Nanterre la Défense (France)

Professor Sophie **Robin-Olivier**, Co-Director PRIMAL, Université Paris I Panthéon Sorbonne (France).

Submissions, Registration and Further information

Submissions are accepted in the form of **abstracts** or full **papers**. All manuscripts should be submitted to Dr Cristina **Neesham** at cristina.neesham@monash.edu by 30 June 2012. Authors will be notified of the acceptance or otherwise of their submission for conference presentation by 31 July 2012.

For all attendees: There are no registration fees. However, you should confirm your attendance with the conference organisers (below) by 15 July 2012. Catering for the evening of 24 September (Welcome Reception) and for 25 September (morning tea, lunch, afternoon tea) are provided.

For more information and registration details, please contact Dr Jeremy **St John** at jeremy.stjohn@monash.edu.

This conference follows the *European Business Ethics Network (EBEN) Conference*, which will be held at the IESE Business School in Barcelona, Spain, on 19-22 September 2012.

Invitation to EFMD's 2012 Doctoral Conference

EFMD's 2012 Doctoral programmes conference, will take place on 11-12 June 2012 at Cranfield School of Management, UK. EFMD and the organizing committee have chosen to investigate, discuss and explore the theme of:

Global trends and alternative models

EFMD warmly invite you to come and share your views, thoughts and experiences with participants from across the globe. This conference will give you the opportunity to network with peers and discuss many issues related to doctoral education.

The conference will be chaired by Mark **Jenkins**, Director of Research, Cranfield School of Management, UK and will examine themes such as:

Global trends in doctoral education by:

Anne **Huff**, Professor, National University of Ireland Maynooth, IRL

International Deans' research perspectives by:

Jacob **Chacko**, Dean, College of Business Administration, Abu Dhabi University, College of Business Administration, AE
Erasmus **Kaijage**, Barclays Bank Endowment Chair Professor, University of Nairobi School of Business, KE

Accreditation of doctoral programmes' panel by:

Ulrich **Hommel**, Associate Director, Quality Services, EFMD
Stephen **Watson**, Special Advisor to the President, AACSB International - The Association to Advance Collegiate Schools of Business, USA

PhD vs. (DBA) Executive PhDs vs. Industrial PhDs by:

Wilfred **Mijnhardt**, Executive Director Erasmus Research Institute of Management (ERIM), Rotterdam School of Management, Erasmus University, NL

Benoit **Aubert**, Associate Director Doctoral programs, Grenoble Ecole de Management, FR

Peter **Lotz**, Vice-Dean of PhD Education, Copenhagen Business School, DK

Graduates panel by:

Ignasi **Marti Lanuza**, Professor in Entrepreneurship, EM LYON Business School, FR and PhD graduate, IESE, ES

Urška **Kosi**, Junior Professor, Humboldt University Berlin, DE and PhD graduate, Lancaster University Management School, UK

Andrey **Pavlov**, Lecturer, Business Performance Management, Cranfield School of Management, UK and PhD graduate, Cranfield School of Management, UK

Henning **Dröge**, Management Consultant, Porsche Consulting GmbH, DE and PhD graduate, ESADE Business School, ES

And more...

The EFMD Doctoral community is new and still growing and we would really appreciate your assistance in sharing information about the network and conference with your colleagues, peers and other contacts who would be interested in engaging with our Doctoral community.

REGISTER NOW as places are limited!

FIRST International Conference on Competence-Based Strategic Management:

Extending Competence Theory and Charting New Directions for Competence Research

hosted by

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

Conference Dates:
Wednesday to Friday, 21-23 November 2012

Doctoral Workshop: Tuesday, 20 November 2012

Scientific Advisory Board:

Professor Ron **Sanchez**, Copenhagen Business School
Professor Aimé **Heene**, Ghent University
Professor Joerg **Freiling**, University of Bremen

Background on Previous Competence Conferences

The First International Conference on Competence-Based Strategic Management in Copenhagen will mark an important milestone in the growth of the competence research community globally.

The Copenhagen conference will be the first conference organized by the newly merged research communities formerly holding separate conferences under the banners of "International Conference on Competence-Based Management" (ICCBM) and "Strategisches Kompetenz-Management" (SKM). Between them, these two communities have held 16 prior international conferences and have published over 400 research papers in two peer-reviewed journals and several series of research periodicals. Following the first joint SKM-ICCBM conference in Linz, Austria, in September 2011, researchers from these two communities decided to merge their institutional processes into one movement under the banner of "Competence-Based Strategic Management." The Copenhagen conference will be the first international conference to be held by the newly merged entity of the same name.

Competence-based management is an approach to management that emerged in the 1990s and has become a leading perspective in strategic management and general management theory, research, practice, and education. The competence perspective encourages and adopts an explicitly *dynamic, systemic, cognitive, and holistic* view of management processes in today's complex and rapidly changing world. The competence view leads to a strong emphasis within management on designing and implementing processes for building and leveraging individual skills and competencies, team capabilities, and organizational competences.

Since 1992, eight ICCBM research conferences have been held, focusing on a number of themes important to development of the competence perspective:

Related events for the development of the competence perspective have included **doctoral workshops** at Copenhagen Business School in 1999 and at the Linz, Austria, joint conference in 2011, as well as a **symposium on research, teaching, and consulting** in the competence perspective held at the University of Stellenbosch Business

School in Cape Town, South Africa, in 2006, and an **executive forum** on competence-based strategic management at the Technical University of Darmstadt in 2002.

Much of the theoretical, empirical, and practitioner-oriented work presented at these conferences has been published in a growing body of research papers within the competence perspective, including the peer-reviewed journals *Research in Competence-Based Management* and *Jahrbuch Strategisches Kompetenz-Management* (now re-named "*Journal of Competence-Based Strategic Management*").

In addition, several edited and authored volumes and special (focused) issues of journals have been published within the competence perspective -- Please see the "Competence Publications Appendix" at the end of this announcement.

Conference Format

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, practice, consulting, and education, including (but not limited to):

- Management academics and researchers, including doctoral students
- Managers and executives
- Management and strategy 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):

- (i) Proposals for formal presentation of accepted papers, with comments by discussants
- (ii) 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.

In addition to scheduled presentations, time will be allocated for informal networking and discussions during the three days of the conference. Two (optional) dinners are planned at Copenhagen restaurants for Wednesday and Thursday during the conference.

In addition, a one-day **Doctoral Workshop** will be offered on Tuesday, 20 November. Details are provided below.

Conference and Doctoral Workshop Registration and Fees

The registration fee for the three-day conference is **350 Euros**. Coffee breaks and lunches will be provided by the conference. Evening dinners will be paid individually.

The Registration fee for the Doctoral Workshop is **100 Euros**, which includes lunch and a USB memory stick of foundational papers in the Competence-Based Strategic Management that will be discussed during the Workshop.

Doctoral Students who would like to attend both the Doctoral Workshop and the three-day CBSM conference are offered the special combined rate of **300 Euros** for the four-day package.

To register for the CBSM conference and/or the Doctoral Workshop please send an email to the conference/workshop registrar Ms. Karen Liu at k.liu@onebox.com. Please provide your full name, institutional affiliation, mail address, and an indication of whether you plan to attend the CBSM conference, the Doctoral Workshop, or both. Ms. Liu will contact you later to arrange payment.

Proposals for Formal Paper Presentations

Authors who would like to make formal paper presentations should submit extended abstracts (2-3 pages) not later than **15 June 2012**. Abstracts will be reviewed by the scientific committee and invited reviewers. Acceptance of abstracts of papers for presentation at the conference will be notified not later than **30 June 2012**. Submission of fully developed papers (with *one-paragraph abstracts*) will then be required by **31 October 2012**.

Please Note:

All abstract proposals and final papers should be submitted by email to conference organizing assistant Ms. Karen Liu at k.liu@onebox.com.

Any questions about possible paper submissions may be directed to members of the scientific committee: Ron Sanchez (sanchez@cbs.dk), Aime Heene (aime.heene@ugent.be), or Joerg Freiling (freiling@uni-bremen.de)

Submitted papers may be considered for post-conference publication in *Research in Competence-based Management* or *Journal of Competence-Based Strategic Management*. Further information on post-conference publication will be provided at the conference.

Proposals for Panels

Proposals are invited for panels to discuss various aspects of the competence perspective in theory, practice, education, and consulting. Panels should be organized to include three or four related 15-20 minute presentations on a well-defined topic, as well as a panel chair's discussion of the presentations and their implications for the topic of the panel. The panel chair will then manage discussion between panel members and the audience for the remaining time during the approximately 75-90 minutes that will be allotted to each panel session.

The intended panel chair should submit a panel proposal of not more than 3 pages in length explaining the main topic and objectives of the panel and the specific topics to be presented by identified panel participants. **Proposals must be received by 15 June 2012, and acceptance of panel proposals will be notified by 30 June 2012.**

Please note that panel proposals should consist of a first page listing the panel chair and participants and their contact information, then a one-paragraph explanation of the panel topic by the panel chair, and then one-paragraph summaries of the comments to be made by each of the identified panel participants. Proposals must include the words "PANEL PROPOSAL" in the top-right corner of the title page.

Please Note:

All panel proposals should be submitted by email to conference organizing assistant Ms. Karen Liu at

k.liu@onebox.com.

Any questions about possible panels may be directed to members of the scientific committee: Ron Sanchez (sanchez@cbs.dk), Aime Heene (aime.heene@ugent.be), or Joerg Freiling (freiling@uni-bremen.de)

Doctoral Workshop

A doctoral workshop on Competence-Based Management Theory and Research will be conducted by Professors Ron Sanchez, Aimé Heene, and Joerg Freiling on Tuesday, 20 November 2012 at Copenhagen Business School. The Workshop will review the foundational papers in the CBSM perspective, as well as recent research and current areas for theory development. The Registration fee for the Doctoral Workshop includes a USB memory stick of foundational papers in the Competence-Based Strategic Management that will be discussed during the Workshop.

Expressions of interest in attending the Doctoral Workshop must be received by 15 June 2012, and notification of acceptance to the workshop will be made by 30 June 2012.

Conference Home Page

The websites for further information on the conference site, the joint conference program, accommodations available, and registration fees are www.cbm.net and www.skm2011.org

Conference Site

The First CBSM conference will be held in the award-winning, environmentally-designed building known as Kilevej 14-A -- or more commonly, "The Wedge" -- on the Copenhagen Business School campus in Frederiksberg, Denmark (just west of central Copenhagen). The Wedge is located immediately adjacent to the Fasanvej (Solbjerg) Metro station and can thus be easily reached from anywhere in Copenhagen. The Metro also runs directly from Copenhagen's Kastrup Airport to the Fasanvej station (take the Metro train in the "Vanlose" direction); travel time is about 25 minutes. A useful map of Copenhagen's very efficient Metro system is available at <http://mapsof.net/map/copenhagen-metro-map-subway>.

A map of the Copenhagen Business School campus is available at <http://www.cbs.dk/en/About-CBS-Campus/Find-CBS/Map>

Hotel Accommodations

No special hotel arrangements have been made for the conference. Attendees can book any of the numerous hotels in the Frederiksberg and Copenhagen city areas through on-line booking services such as Booking.com:

<http://www.booking.com/district/dk/copenhagen/frederiksberg.en.html?aid=306395;label=copenhagen/frederiksberg>

The Radisson Blu Falconer Hotel is just a block from the Frederiksberg Center Metro station and the main CBS administrative building at Solbjerg Plads 3. An affordable "Cabinn Scandinavia" hotel is located near the Forum Metro stop only five minutes away from Fasanvej station and the CBS campus.

Skills and the role of HRM – Change, Challenges and Competition in the Asia Pacific Region

Proposal for a special issue of the Asia Pacific Journal of HRM

The Asia Pacific Region has undergone significant transformation as a result of globalisation, technological change and increasing regional competition. The resulting short and longer-term pressures will inevitably result in significant changes to most industry sectors with associated impacts on the number and nature of jobs, skill requirements, employment conditions, and labour market characteristics across the region. It is important that these challenges be recognised and addressed by government policy-makers, industry decision-makers, organizational leaders and researchers alike with a view to exploring appropriate future focused development strategies. These critical issues have been prevalent in the press and in government reports in recent years. However, to date, there has not been a specific focus on the role of HRM in assisting the transitions associated with the various changes, challenges and competition currently occurring in the Asia Pacific Region.

Hence, the purpose of this special issue is to provide theoretical and empirical research that helps to explain how human resource management can provide tools and strategies to manage the challenges associated with skills in the region. The editors invite papers which will enhance understanding of the topic which may include empirical research, conceptual papers, or case studies of current examples in practice. Papers may address the following themes although other relevant themes will be welcome:

- The impact of competitive labour markets in the Asia Pacific region;
- Identification of major future skills issues and possibilities for capacity building, promotion and realisation;
- The development of frameworks for the creation of these future skills, and the accordant responsibilities of governments, industry, unions and universities; and
- Proposals for research and industry agendas/partnerships to address the changes, challenges and competition.

In the first instance we are requesting abstracts (maximum 500 words) to be submitted by 30 October 2012. The editors will review the abstracts and, following this process, invitations to submit full papers will be sent by 30 November with full papers due by 15 February 2012. Full papers will be double blind refereed. Authors should submit an electronic copy of their manuscript as a word file via email attachment to the guest editors (contact details below). Please see the APJHRM website regarding style requirements. Abstracts should be a maximum of 500 words and include: title; aim/rationale; methodology (if appropriate); findings; conclusion/implications.

The special issue volume will be published in December 2013.

If you have any queries, please contact one of the guest editors:

Professor Julia **Connell**, Curtin University: julia.connell@curtin.edu.au or
Professor Pauline **Stanton**, Victoria University: pauline.stanton@vu.edu.au



PhD at Grenoble Ecole De Management

Grenoble Ecole de Management (GEM) has the triple accreditation AACSB, EQUIS, AMBA and awards degrees at bachelor, master and doctoral levels, BIB, MIB, MBA, MSc, DBA and PhD. Located in a vibrant and growing metropolitan area of France, featuring major research centres and universities in high tech industries, the school is expanding its international research faculty and students and is looking to recruit PhD students for the 2012 intake of its PhD programme. The PhD Programme is run in English and full-time stipends are available for some students.

Our department of People, Organisations and Society at GEM is particularly interested in applications from students interested in fields that correspond with those of our research groups:

The New forms of Organizations and Markets research group looks at social innovation from an organizational theory perspective. Research interests cover a wide range of topics from sustainability policies, hybrid value chains, BOP markets, worker cooperatives. (Contacts: thibault.daudigeos@grenoble-em.com or vassili.joannides@grenoble-em.com)

The Creative Industries and Digital Creativity research group looks at institutional dynamics of creative fields. A particular emphasis in its current projects is on the influence of digital technology organizational forms, business models and industry structures. This group focuses mainly on the development of digital television, and the convergence of traditional platforms and the internet (Contact: charles-clemens.ruling@grenoble-em.com).

The Work, Life and Careers (WLC) research group looks at various aspects of work and non-work life, careers and working time research. The interests of this group cover a wide spectrum of topics from individual career motivators and management to organisational level innovations in work life reconciliation to the analysis of labour market policy. (Contact: mark.smith@grenoble-em.com)

With a diverse internationally minded faculty and a vibrant intellectual environment nourished by debate and exchange among the faculty team, we are keen on proposals that explore these themes in all their forms and in a global context. We welcome informal contact in advance of the deadline.

Applications are expected before May, 1st, 2012 (late applications are welcome, if any openings remain). For further information and additional details please visit the website www.grenoble-em.com/1283-phd-in-business-administration-2.aspx . For general issues relating to the programme please contact Nadege Friess (nadege.friess@grenoble-em.com).

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Newsletter Editor

To be announced

EURAM c/o EIASM

31 place de Brouckère, B-1000 Bruxelles
Luisa **Jaffé** – Administrative Coordinator,

luisa.jaffe@eiasm.be

www.euram-online.org

Newsletter Editorial Assistant

Swapnesh **Masrani**, swapnesh.masrani@stir.ac.uk