

LETTER FROM THE EDITOR

Dear Euram members,

The deadline for papers submission to the 2009 Euram Annual Conference of Liverpool is getting closer and closer and I would like to remind you of it: December 5th. Save the date!

Looking forward to attending the Conference, in this newsletter you find further information about it and details about the main events.

As you can read in the newsletter and in the Conference website (www.euram2009.org), three guest speakers have been invited to the Conference:

- Julian **Birkinshaw**, Professor of Strategic and International Management, London Business School;
- Barbara **Czarniawska**, Professor of Management Studies, Gothenburg Research Institute, University of Gothenburg;
- Jeffrey **Pfeffer**, Professor of Organisational Behaviour, Stanford Graduate School of Business.

I am pleased to tell you that in this newsletter you can read an interview to Jeffrey Pfeffer. Don't miss it!

I would also like to invite you to support the participation of your

Ph.D. students to the Doctoral Colloquium that will take place before the Conference. In the newsletter you can find details also on this event that is becoming more and more important.

And remember also that **November 14th** is the deadline for submission of proposals for special issues to Euram journal, European Management Review. It is a good opportunity for our community and we hope you will take advantage of it.

My best wishes

Donatella

Professor Donatella Depperu
Università Cattolica del Sacro Cuore,
Italy



Donatella Depperu

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LETTER FROM THE PRESIDENT

Dear Colleagues,

I hope this essay finds you fit and well.

EURAM is busy collating the results of its recent member survey. This was sent to 2934 past and present members; it bounced 428 times and reached 2306 folk. This gives us a response rate of around 11%, so we can make some indicative findings. We would like to thank Philipp **Klaus** of Cranfield University in the UK for his help in the design and implementation of the survey. The Executive will discuss the results in a strategy session in Liverpool on the 18th November and report these back to you in the December Newsletter.

In mid October, Neils **Noorderhaven** (conference tsar) and myself went to meet colleagues at the University of Tor Vergata in Rome with a view to them hosting the 2010 conference there. Certainly the facilities are first class for such an event, transportation seems fine, accommodation is very good with a great variety of attractive hotels and there is an excellent choice of Gala event venues. It seems Rome may have other 'drawing' powers besides these, especially for accompanying guests. For 2011 and beyond, we are looking at bids from Ghent, Tallin and Warsaw. Hence, it is thinkable that we could make a EURAM conference programme as far ahead as 2013. In so doing, we work

closely with EGOS to avoid similar locations in the same year. Ideas of other venues are welcomed and should be directed to Neils in the first instance. The EURAM Executive will visit the 2009 venue in Liverpool in two weeks time. The local organising team have worked well to create a stimulating environment for May 2009. Besides a world class conference facility, they have a testing intellectual agenda ranging from the refereed paper tracks to symposia and panel sessions. Dinner in the Cathedral promises to be a very special experience.

Luisa **Jaffe** and I have been working on the EURAM Statutes. Compared with those of other Associations within EIASM, EURAM has the most complex arrangements. We aim to simplify these and make the succession among the Executive more transparent and the posts themselves, less taxing. Such changes need the approval of a General Assembly and we will include them on that agenda at Liverpool next May. Meantime, if there is anything we can do for you or that you want to do for us, please get in touch. We like entrepreneurial ideas.

With every best wish,
Peter

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



Peter McKiernan

EURAM 2009 CONFERENCE UPDATES



9th Annual EURAM Conference, 11th-14th May 2009 **Renaissance & Renewal in Management Studies** **ACC Arena, Mersey River Waterfront, Liverpool, UK**

A list of Tracks, Round Tables and Symposia can now be viewed online at www.euram2009.org

The next stage is for you to look through the online abstracts and select the Track or Round Table that you intend to submit your paper to. Paper submission will be online via the EURAM 2009 website.

Submission deadline: December 5th 2008

The online submission for papers to both Tracks and Round Tables is now open at:
<http://www.euram2009.org/r/submission>

We are excited to announce the guest speakers at EURAM 2009:

Julian **Birkinshaw**, Professor of Strategic and International Management at London Business School

Barbara **Czarniawska**, Professor of Management Studies at the University of Gothenburg

Jeffrey **Pfeffer**, Professor of Organisational Behaviour at Stanford Graduate School of Business, USA

As a city, Liverpool is diverse, energetic and exciting. It is estimated that nearly 19 million people visit the city every year, resulting in a high demand on accommodation. The Local Organising Team in Liverpool have made a recent visit to the conference facilities and are happy to report the number of high quality hotels within 2 minutes walking distance of the state-of-the-art arena such as the Premiere Inn Albert Dock with river-view rooms from £65 per night, and the newly built Staybridge Suites complete with living, working and kitchen space from £99 per night. It is often advisable to book early to avoid disappointment.



Guidelines for Paper Submission

The deadline for the submission of full papers is **December 5th 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 (or round table), 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 (http://emr.msubmit.net/cgi-bin/main.plex?form_type=display_auth_instructions)
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).



Guidelines for Round Table Submission

The deadline for the submission of full papers is **December 5th 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 round table (or track), please see list of round tables
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 20 pages (including ALL tables, appendices and references). The paper format should follow the European Management Review Style Guide (http://emr.msubmit.net/cgi-bin/main.plex?form_type=display_auth_instructions)
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).



Call for Papers – EURAM 2009 Doctoral Colloquium
May 10th - 11th 2009, ACC Liverpool (UK)

Are you 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 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”.

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 by **January, 12th 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, 13th 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

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. **Möslein***, 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



INTERVIEW: JEFFREY PFEFFER (EURAM 09 CONFERENCE GUEST SPEAKER) BY DONATELLA DEPPERU (VICE PRESIDENT, EURAM)

What are the main issues that are emerging in the management of US firms at the dawn of the 21st century?

The principal issue is that management has not changed but the workforce and competitive environment has. Specifically, management remains mostly focused on costs and finance and except in a few notable cases, such as Google, there is relatively little decentralization of decision making. Meanwhile, human capital is both more scarce and more important for competitive success than financial capital, and the new work force is even less favorably disposed toward being told what to do and over-controlled than their predecessors. As a result of all of this, companies are competing less by innovation and service and more by cost cutting--a strategy that very soon runs out of room as there are limits to what firms can do without shutting down or driving all of their customers away (although the airlines seem to want to test these limits). Yet another challenge is that most U.S. managers are severely misinformed about the "facts" of what makes companies, and countries, competitive and about the evidence of the effectiveness of many managerial practices ranging from forced-curve ranking to individual pay-for-performance. This ignorance, coupled with incorrect or inaccurate assumptions, produces bad decisions.

What does this mean for American firms competing vis-à-vis the European and the Asian firms?

Much to the surprise of many who have not actually looked at the evidence, American firms are not that competitive in many sectors. Presumably the one domain of competitive advantage was financial innovation, but the recent debacles in the mortgage and securities markets makes that assumption quite questionable. European and Asian firms seem to be able to take a longer-term, more employee-oriented perspective, although such an approach is increasingly at risk as such firms try to copy the U.S. model for reasons I can not fathom. Therefore, Asian and European firms, such as Nokia, Singapore Airlines, and Toyota are in a very good competitive position.

How do these issues impact research and teaching of management?

In teaching in the U.S., there is much too little emphasis, even now, on understanding other systems and regulatory regimes. Global management seems to entail studying multinational firms like Nike or British Petroleum, not differences in how labor and capital operate in different countries. Research has often a more comparative frame. The issue here is that people should be studying and writing about



Jeffrey Pfeffer
Stanford University

not just "micro" level issues of employee motivation and firm-level strategy, but should also be engaging with public policy debates and trying to tackle more "macro" level issues such as comparative management systems and the culture and assumptions of management in different contexts.

What role have business schools played in building competitive companies?

Although business education has taken many steps to reform itself, including being more concerned with ethics and cheating, more concerned with the so-called "soft skills" such as leadership, and more committed to teaching and not just providing credentials and a stamp of approval for those who get admitted, more needs to be done. The dominance of economics language and assumptions in business education leaves graduates with an incomplete and not always benign view of people that can become self-fulfilling in the control systems that companies implement. If we are going to change management, we need to change how managers think and the assumptions that underlie their decisions. We have a long way to go, at least in the U.S., in this regard.

NEWS FROM THE EURAM COMMUNITY

Recently concluded conference. Copenhagen Business School recently (September 29th – October 3rd 2008) hosted the 8th International Conference on Competence-Based Management devoted to the theme “Perspectives on Management Theory, Research, Practice, and Education”. The conference was preceded by a doctoral workshop attended by European and Australian Ph D students.

A total of 23 papers were presented and discussed at the conference. Paper presentations and discussions were clustered around three major themes: Competence-Based Strategies; Cooperation, Collaboration, and Alliances, and Fundamental Issues in Competence-Based Theory, Research, and Practice.

About 40 management researchers and consultants from Europe, Australia, and the US attended or contributed to the conference.

The conference and doctoral workshop was organized by Prof. Ron **Sanchez** (Copenhagen Business School, Denmark) and Prof. Aimé **Heene** (Ghent University, Belgium).

A copy of the program (with an overview and abstracts of the papers presented) can be ob-

tained from Prof. Heene (aime.heene@Ugent.be). EURAM members interested in papers presented will be sent contact information of the paper authors.

Strategy Dynamics course available online. Following workshops at the British Academy and Strategic Management Society conferences, we are starting another online Teachers study group on 11th November. The course is based on Strategic Management Dynamics by Kim **Warren** [www.wiley.com/go/smd] and takes teachers through the same material that students would cover in a 10-class course. Although aimed at MBA and other Masters level programs, such as Masters in Strategy, much of the material is suited to both executive education and undergraduate teaching. Each ‘class’ comes as 3-4 short video segments, plus suggested exercises and worksheets and forum discussion. See

www.strategydynamics.com/lp/teachers.asp

Recently concluded conference. On the 16th and 17th of October, two Universities (Università degli Studi di Napoli, Federico II and Seconda Università degli Studi di Napoli) hosted in Naples the 31st AIDEA Annual Conference.

AIDEA is the Italian Academy of Management, one of the institutions affiliated to the Euram. The Conference focused on Corporate Governance issues. In the pre-conference a round table on “Corporate Governance in Europe” was organized by the Journal of Management and Governance and chaired by the co-editor of the journal Rosario **Faraci**. After a welcome speech from the editor of the Journal, Roberto **Di Pietra**, three guest speakers gave their insights on the issue, followed by a debate with the audience. The three invited speakers were: Isabel **Gutierrez**, Carlos III University, Madrid (Spain), Michele **Pizzo**, Second University of Naples, Naples (Italy); Steen **Thomsen**, Copenhagen Business School (Denmark).

CALL FOR PAPERS, CONFERENCES, RESEARCH GRANTS, ETC

Innovative Scholarship Laboratory



A Special Event at the EURAM Conference on May 11 & 12, 2009

This is a professional development medium to enhance your skills in innovative scholarship!

This is an opportunity for you to design an experimental session to test and refine your new idea/approach about research, teaching, and interactions with managerial practice.

Some examples to get you thinking: action research to reveal deep sense-making, PowerPoint-slide/cartoon/multimedia cases to lessen executives' pre-class preparation efforts and to engage them to discuss in class, webcasts/podcasts/blogs to disseminate research findings, and social networking websites to conduct surveys, etc.

To take advantage of this opportunity, please think about...

- *How to support that my idea/approach is convincing? Is my idea/approach original? What is the rationale behind? What have I done to test the idea/approach?*
- *How this idea/approach might challenge and improve the status quo? To what extent it can be applied to and benefit different audiences?*
- *How to make the best use of this "experiment" time to obtain useful feedback from other participants?*
- *What experimental method(s) would be feasible, cool* and flexible? (*Cool means "admirable because it's chic, attractive and special")*
- *How should I schedule the time within the range of 30-60 minutes? What is the room layout? What facilities, tools and materials should I use?*
- *How to present my thoughts clearly and creatively?*

We would like to hear your thoughts. Please click on the "Innovative Scholarship Laboratory" link on the Conference website to find out more details about the purpose and design of this event, and submission: www.euram2009.org **Submission deadline: January 12, 2009**



The logo for EURAM (European Academy of Management) features the word "EURAM" in a large, bold, red serif font. Below it, the full name "European Academy of Management" is written in a smaller, red, sans-serif font. The text is centered within a light gray rectangular background.

European Academy of Management

EUROPEAN MANAGEMENT REVIEW

Special Issue

Deadline 14 NOVEMBER 2008

Special Issues can potentially contribute to the development and diffusion of new knowledge by focusing scholars' attention on selected important/innovative questions, and by offering readers a one-stop source, almost a dialogue, on the topic at hand. Furthermore, a successful special issue carries the benefit of contributing to the establishment of a new journal among the leading outlets for scholarly work.

In light of these considerations, and in the spirit of open engagement of the community of management scholars worldwide, the editorial team of the *European Management Review* would like to call for proposals on possible special issues for future volumes of the journals. Contentwise, we are open to any domain in management studies and to any methodological approach.

In selecting the proposals we will adopt the following criteria:

1. Innovativeness of the core idea, assessed with respect to the importance of the gaps identified in the current debate and to the evolutionary trends of the field.
2. Potential impact, judged on the basis of the likelihood of the chosen topics to attract breakthrough contributions.
3. Relevance. The degree to which the suggested topic addresses a key managerial concern.
4. Multi-disciplinarity. Attractiveness of the topic to different social science disciplines and areas of management studies.
5. Ability to deliver. Experience and centrality of the proposed editorial team in the community of scholars.

The proposal will aim to elaborate, in a maximum 5 pages document, on the expected contributions for the advancement of knowledge in our fields and include a draft of the call for papers.

Each proposal will be submitted no later than November 14th via the regular system at <http://emr.msubmit.net>, and will be reviewed following the regular EMR double-blind review process. When submitting the manuscript, please insert "Submission related to Call for Special Issue" in the "manuscript comment" section. For any information, contact the new EMR editorial team at alfonso.gambardella@unibocconi.it or Maurizio.zollo@unibocconi.it

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EUROPEAN MANAGEMENT REVIEW

Special Issue

Strategic Dynamics in Industry Architectures: The challenges of Knowledge Integration

Submission date: January 15, 2009

Guest Editors

Stefano **Brusoni**, Bocconi University

Michael G. **Jacobides**, London Business School

Andrea **Prencipe**, University G. d'Annunzio

Motivation

Industries can no longer be taken for granted. As sectors dis-integrate and re-integrate, converge and transform, the question of how exactly economic activities are structured, and what determines the nature of firms' and sectors' boundaries evolution becomes more relevant than ever. Firms are increasingly trying to shape the nature of their environment and the ways in which labor is divided in the sector; they try to shape the "rules and roles" through which labor (and knowledge) is divided – i.e. their "industry architectures".

Some argue that the ability – and need – to manipulate industry architectures derives from the emergence of new bodies of scientific and technological knowledge which affect the competitive dynamics of the entire economy. New sectors have emerged on the basis of new disciplines (e.g. biotechnologies) as well as on the basis of the integration of old ones (e.g. mechatronics). Traditional sectors are affected by new disciplines in ways which challenge incumbents' positions and favor the entry of new actors (e.g. telecommunications).

Others stress the 'political' role played by established organizations. For example, incumbents may influence which technological paths are pursued: leveraging on their role as industrial leaders, through strategic moves such as mergers and acquisitions, focused investments, lobbying for the adoption of specific standards, etc. Thus, as firms try to re-organize their industry environment, one major issue emerges: firms must create and simultaneously integrate knowledge to create advantage as well as coordinate sets of complex interdepend-

encies that cut across firms' boundaries.

Research questions

In terms of our existing theoretical apparatus, research has offered key building blocks that provide answers to partial questions to understand the evolution of industry architectures. Researchers from the New Institutional / Transaction Cost economics, for instance, have explained how firms may choose their boundaries. Scholars of technological change have considered how organizations and technologies co-evolve over time. Yet, only recently have we started understanding what *shapes* the nature of the sectors that we study, and in what are the forces that explain *why* and *how* sectors swing between integration and disintegration. Likewise, the link between the boundaries of organizations and the knowledge bases in the sector has been shown to be important in the strategy literature, and it is clear that the boundaries of knowledge and the boundaries of organization are not fully mapped onto each other. However, our understanding of how knowledge becomes integrated in a complex web of relationships in a sector is still in its early stages: we have yet to propose the micro-mechanisms that explain how the structures that integrate knowledge emerge, and how they affect the industries' prospects, or how they change over time.

This special issue intends to extend and consolidate this growing area of interest. We are interested in contributions which look at the micro-level processes of knowledge integration and coordination, through changes in the division of labor and power. Questions of interest include, but are not limited to:

- Are *sectors* characterized by one or multiple “industry architectures”, i.e. ways to divide labour between firms and coordinate the knowledge production? How do such architectures emerge, stabilize, and change?
- How do sectors get reorganized to accommodate for the diffusion of new bodies of scientific and technological knowledge?
- How do the dynamics of knowledge integration relate to the challenges of sectoral change? Other than science and technologies, what role is played by the distribution of power, intra- and inter-organizational conflict in shaping the evolution of sectors?
- How do *firms* get organized to integrate knowledge? How do they identify what to integrate? What are the different options available to them?
- What does knowledge integration actually mean? Is there any empirically observable or theoretically relevant distinction between the concepts of knowledge integration and recombination?

Whether at the level of the sector or the firm (or both), who *determines and drives* the processes through which knowledge becomes integrated? How, when and why do these change?

We would want to encourage the submission of empirical papers, whether qualitative or quantitative, exploratory or confirmatory. However, conceptual, theoretical, or modeling papers (with reference to the specific phenomena identified above) will also be considered.

Deadlines and Submission Instructions

The deadline for submission of papers is January 15, 2009. Please submit your papers online on the *European Management Review* website and make sure to follow the Submission Guidelines available at:

Review Process and Special Issue Conference

Papers will be reviewed following the regular *European Management Review* double-blind review process. It takes an average of four weeks to obtain the first round of reviews.

More Information

For additional information, please contact the special issue editors:

- Stefano **Brusoni**, stefano.brusoni@unibocconi.it
- Michael G **Jacobides**, mjacobides@london.edu
- Andrea **Prencipe**, a.prencipe@unich.it



“How can you make money out of climate change?”

The Ashridge Sustainable Innovation Award

**In association with the European Academy of Business in Society
supported by HP and WWF**

You'd have to have been living in a cave for the last few years to have missed the urgent issue of climate change and what it means for our society.

Many factors contributing to the increasing concentration of greenhouse gases in our atmosphere:

World's population increases by over 200,000 people every day

More travel than ever

Growing economies require more resources

Though we can all do our bit in reducing travel, switching unnecessary lights and electronic devices off; the challenge of climate change will require some bigger solutions.

It is [estimated that we have only 10 years](#) to reverse the trend of increasing carbon dioxide emissions. Hence, we need to transform the global infrastructure further and faster than ever before, creating a low carbon economy where we reduce our reliance on fossil fuels like coal, oil and gas.

A key part of forming a low carbon economy will be to find new, innovative and efficient ways of meeting all our needs in the future. In the transition to a low carbon economy, companies that innovate to produce climate-smart innovations and transform themselves through new ways of conducting business will thrive, while others will find their market share reduced.

With the launch of the sustainable innovation award, we want to change the mindset that sees climate change as a risk or hindrance to growth, replacing it with one of opportunity. If we think innovatively, we can create value from the shift to a low carbon economy.

Therefore, Ashridge Business School invites MBA and other post-graduate students to submit their best ideas about how organisations can do exactly this.

The award is open to

Full or part-time students studying on any MBA programme being taught in Europe, the Middle East or Africa during the 2008/2009 academic year

Full or part-time MBA students at all EABIS member schools, also outside the EMEA region

Students on MBA or Masters level postgraduate programmes at an HP-linked university – to see a full list visit our website.

Prizes

First Prize: €7,000, a 6-month mentorship with HP and career advice from Spencer Stuart

Second Prize: €5,000 and career advice from Spencer Stuart

Third Prize: €3,000 and career advice from Spencer Stuart

The closing date for entries is **2 March 2009**.

If you want to know more:

Visit the Sustainable Innovation Award website:

<http://www.ashridge.org.uk/Website/Content.nsf/wFARACB/Ashridge+Sustainable+Innovation+Award?opendocument>

Watch the YouTube Video: <http://www.youtube.com/watch?v=82liiOys-WU>

Become a fan on the Facebook Fan page:

<http://www.facebook.com/pages/Ashridge-Sustainable-Innovation-Award/23715149027>

International Organisational Performance: New Worlds, New Thinking

Performance Measurement Association

International Organisational Performance: New Worlds, New Thinking

Conference Chairs:

Prof Andy Neely,

Cranfield School of Management and

Prof Ralph **Adler**,

Dr Richard **Greatbanks**,

Dr Carolyn **Stringer**,

Dr Paul **Theivananthampillai**

Otago School of Business, New Zealand

We are pleased to announce the Sixth Conference of the PMA. The event will be held between the 15th and 17th April 2009 in Dunedin, New Zealand.

The themes for PMA 2009 will be centred around *'The Science and Theory of Organisational Performance'* and *'The Art and Practice of Organisational Performance'*. There will be a selection of keynote speakers, parallel sessions and plenary sessions around these key themes.

A formal call for papers will be released in August 2008, and will be looking for submissions from PM-related academic disciplines and will encourage submissions from practitioners, especially those reporting collaborative research.

New Worlds, New Thinking about Service and Production

With the growing importance of the Pacific and Indian Oceans Region to world business, and the growing size of the Asian and Pacific membership of the PMA the location of Dunedin, New Zealand presents the perfect location for this next PMA conference.

Dunedin was the first capital city of New Zealand, and the University of Otago was its first university, established in 1869. Dunedin is a small compact city rich in heritage, wildlife and lifestyle. The timing of the conference has deliberately been scheduled to allow

UNIVERSITY
of
OTAGO



Te Whare Wānanga o Otago

Conference organised jointly
between Cranfield University
and the University of Otago

Cranfield
UNIVERSITY
School of Management

FAX

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CRANFIELD SCHOOL OF
MANAGEMENT

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754805

To register interest in PMA 2009 please complete your contact details below. You will then automatically be sent the call for papers and other relevant material. Please also indicate if you would like to be added to the Performance Measurement Association members database.

Name:

Organisation:

Address:

Phone:

Fax Number:

Email Address:

I intend to submit a

Add me to PMA

P M A
www.performanceportal.org

Jacqueline Brown
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pma@performanceportal.org
www.performanceportal.org

Third Annual International Offshoring Research Conference and Paper Development Workshop

**Location: Duke University, Washington Duke Inn
Durham, NC**

Dates: April 5-7, 2009

Sponsoring CIBERS: Duke University, Florida International University, Indiana University, Michigan State University, Temple University, University of Connecticut, University of Hawaii, University of Kansas, University of Maryland, University of Memphis and the University of NC Chapel Hill

Overview

By all accounts offshoring has more than come of age. All manner of business functions - back office and administrative tasks, entire business process, IT operations, product and process innovations and R&D – have emerged as the new dynamic of the globalization of business. It is no longer just a tactic of moving jobs to a low cost country to reduce costs. Increasingly, Latest findings from Duke-Conference Board 2007/2008 ORN survey indicate that:

The C level is discovering the strategic importance of outsourcing – offshoring;

Global race for talent is on;

Globalization of innovation: software and product development are highest offshored functions in 2007;

It is all about speed for entering new locations, new markets identifying and recruiting talent; and

New flexible global organizational forms.

It affects companies in all the industrialized economies.

More importantly it has implications for new internationalization strategies, new organizational forms, managing globally distributed organizations, new geographic knowledge cluster, organizational boundaries and the competitiveness of countries.

Although the offshoring phenomenon has received wide attention from consultants, practitioners, and various industry associations it is only beginning to emerge as a sustained subject of research in the social and management sciences underlying international business. Because offshoring has the potential of transforming global competition, business models and management of companies, and the competitiveness of countries the

consortium of sponsoring CIBERs is undertaking a multiyear effort to advance research on offshoring in all its manifestations as well as speed up the diffusion of offshoring research and case studies into the classroom and teaching.

The goal of the third conference, as of the two earlier ones, is to attract and begin building a global community of scholars from a wide spectrum of the social and management sciences and thoughtful leading edge practitioners to share research, ideas, identify emerging issues, and resources that can be introduced in the class room at all levels.

This Call for papers is soliciting proposals for plenary sessions and for research papers, research case studies and teaching cases. Each paper featured in the plenary session will be assigned an academic discussant. A new feature of the 2009 conference will be the participation of subject matter expert practitioners who will discuss and critique the group of three papers in each plenary session. Another feature of the conference will be a pre-conference paper development workshop. The purpose of the PDW is give authors an opportunity to have their papers discussed in a format that will maximize feedback to each author (s) of paper. Each collection of PDW papers will be led and moderated by an established scholar who is currently active in researching some aspect of offshoring phenomenon. The PDW can accommodate a maximum of 4 parallel thematic tracks with a maximum of 10 papers per track.

Participation in the conference and workshop is by invitation only and will be limited to a maximum of 80 attendees. Every effort will be made to extend invitations on the basis of balancing seniority, range of research topics, and international affiliation.

The design and organization of the conference is intended to maximize interaction and exchange of ideas among the participants.

Deadlines for submitting proposals

The deadline for submission of a **three page** summary proposal for a panel (must include names of panelists and their topics) or for a paper to be included on a panel or for a PDW paper or for a research case study is **October 31, 2008**.

Selections will be finalized and invitations to participate will be issued by December 19, 2008.

Copies of papers and cases must be submitted on line by February 13, 2009.

Early registration will open on December 22 and will close on January 16, 2009.

Requests to attend conference on an **at large** basis should be received no later than February 9, 2009.

Invitations to **at large** invitations will be issued by February 28, 2009.

Corporate Governance: An International Review

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 rig-

orously done and relevant to practitioners and/or policy-makers.

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). 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) or Till Talaulicar (t.talaulicar@ww.tu-berlin.de).

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 **Itersen** (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 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 (5th 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), Ad van **Iterson** (a.vaniterson@os.unimaas.nl) or Kathryn **Waddington** (k.waddington@city.ac.uk).

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 1st, 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.

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 (maximum 1000 words, A4 paper, single spaced, 12 point font) **before 1st November 2008.**

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

Special Issue on: "Growth"

Guest Editors:

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

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

Paper Submission Deadline: **31 October 2008**

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

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
Email: rainer.harms@uni-klu.ac.at

Dr. Joanne **Scillitoe**
Michigan Technological University
School of Business and Economics
1400 Townsend Drive
Houghton, MI 49931
Email: jlscilli@mtu.edu

with a copy to:

IEL Editorial Office
E-mail: ijogvc@inderscience.com

The Academy of Management Annals

(www.informaworld.com/rama)

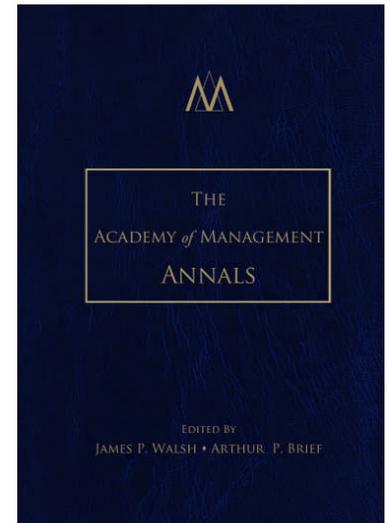
The latest publication from The Academy of Management

(www.aomonline.org)

Editors:

James P. **Walsh** - *Stephen M. Ross School of Business, University of Michigan, USA*

Arthur P. **Brief** - *Department of Management, University of Utah, USA*



To purchase *The Academy of Management Annals*, Volume 1, 2007 visit www.informaworld.com/rama and click on the 'News and Offers' link.

To purchase *The Academy of Management Annals*, Volume 2, 2008 visit www.informaworld.com/rama and click on the 'Subscribe' link.

The Academy of Management is proud to announce the second volume of *The Academy of Management Annals*. This exciting series follows one guiding principle: the advancement of knowledge is possible only by conducting a thorough examination of what is known and unknown in a given field. Such assessments can be accomplished through comprehensive, critical reviews of the literature—crafted by informed scholars who determine both when a line of inquiry has gone astray, and how to steer the research back onto the proper path.

The Academy of Management Annals provide just such essential reviews. Written by leading management scholars, the reviews are invaluable for ensuring the timeliness of advanced courses, for designing new investigative approaches, and for identifying faulty methodological or conceptual assumptions. *The Academy of Management Annals* strive each year to synthesize a vast array of primary research, recognizing past principal contributions while illuminating potential future avenues of inquiry.

Academic scholars in management and allied fields (e.g., sociology of organizations and organizational psychology) will see *The Academy of Management Annals* as a valuable resource to turn to for comprehensive, up-to-date information—published in a single volume every year by the preeminent association for management research.

Volume two of *The Academy of Management Annals* continues to review research literature across a variety of areas incorporating: technological innovation; negotiation and gender inequality; staffing practices; person-environment fit; turnover and retention research; organizational competition and cooperation; work-family initiatives; power and status in social hierarchies; behavioural decision research; systematic research synthesis in management; entrepreneurship and ethical decision making.

'It's an exceptional volume—and exceptionally timely to boot.

I found myself trying to put this new Annals in perspective. I tried, in particular, to cast a rather hard and critical light on this volume: Just how essential is it for the time-starved and besieged scholar to have yet another thing to keep up with? Do we really need, in short, yet another annual volume? The answer I gave myself to this question was a resounding, "Yes!"

Review in *International Public Management Journal* (2008)

Journal of Organizational Behavior

Special issue

Terrorism, Disaster, and Organizational Management

Guest Editor: Keith James, Department of Psychology, Portland State University

Research is needed on organizational efforts to address threats from catastrophic events such as terrorism and natural disaster. To this point, however, the organizational sciences have given relatively little attention to studies aimed at understanding terrorism/disaster prevention and response by either single organizations (be they private- or public-sector or non-profit ones), or by multiple-organization networks. Some theories and models adapted from organizational topics might have some relevance to understanding terror/disaster management, but explicit, systematic examination of the relevance of such theories is necessary. Moreover, the unique dynamics (e.g., near-universal generation of powerful emotions; potential substantial disruption of organizations? Surrounding environments) of disaster and terror events are likely to render such catastrophes somewhat distinct in processes, worker outcomes, and organizational effects from even other types of crises. On the other hand, the extreme nature of the dangers and demands that disaster/terror can pose for organizations and their members may allow them to be used to illuminate fundamental organizational strategies, mechanisms, processes and outcomes such that broadly-relevant scientific and practical knowledge results. In line with the need for increased understanding of this topic, the papers in this special issue are intended to provide new data and models that illuminate disaster planning-and-response effectiveness in and by organizations.

In order to contribute to understanding of the management of disaster/terror by organizations or inter-organizational systems, organizational scholars need to address questions such as: What, exactly, are the distinctive organizational, worker, leadership and management demands generated by catastrophe and chaos? How can the need to be ready and able to respond to the punctuated equilibrium of disasters be reconciled with the requirements for functionality during ?normal? times? What tools, techniques, or systems might help organizations and their members plan for and successfully navigate disasters? Those are only example topics. Many others are possible.

Submissions of manuscripts are encouraged that report empirical studies of any aspect of disaster/terror-related efforts by either single organizations, or by multi-organization networks. In addition to providing new information bearing on questions such as those given above, this special issue is also intended to catalyze exploration and exploitation of the potential value of the study of organizations and disaster/terror for advancing organizational science, in general.

While the special issue will consist of data-based papers, study results should also be used for theory-

building, and authors should link the specific theme of this special issue to the broader organizational-behavior literature.

Contributors should note:

- This call is open and competitive, and the submitted papers will be blind reviewed in the normal way.
- Submitted papers must be based on original material not under consideration by any other journal or outlet.
- For empirical papers based on data sets from which multiple papers have been generated, the editor must be provided with copies of all other papers based on the same data.
- The editor will select a number of papers to be included in the special issue, but other papers submitted in this process may be published in other issues of the journal.

The deadline for submissions is **April 10, 2009**. The special issue is intended for publication mid-2010.

Papers to be considered for this special issue should be submitted online via <http://mc.manuscriptcentral.com/job> (selecting Special Issue Paper as the Manuscript Type). Please direct questions about the submission process, or any administrative matter, to Managing Editor, Kaylene **Ascough**, k.ascough@uq.edu.au

The editor of the special issue is very happy to discuss initial ideas for papers, and can be contacted directly:

Keith **James**, Special Issue Editor, keithj@pdx.edu



Workshop on Research Advances in Organizational Behavior and Human Resources Management

University of Toulouse I – IAE – CRM/LIRHE & GRACCO CNRS
Toulouse, FRANCE - May 18 to 20, 2009

Guests

David **Balkin** (University of Colorado), Kathleen **Bentein** (UQAM), Jacqueline **Coyle-Shapiro** (London School of Economics), Marylène **Gagné** (University of Concordia), Timothy **Judge** (University of Florida), Robert **Liden** (University of Illinois at Chicago), Lynn **Shore** (San Diego State University), Christian **Vandenberghe** (HEC Montréal)

The Sixth annual workshop on *Research Advances in Organizational Behavior and Human Resources Management* will be held at the CRM/LIRHE (CNRS) and the IAE University of Toulouse, in France, on May 18 to 20, 2009. We are inviting researchers and PhD students to submit a paper for presentation during this workshop. Below is some information concerning the submission process and the workshop schedule.

Workshop schedule

The workshop deals with the following topics: Work Motivation, Commitment in workplace, Core-Self Evaluation/Satisfaction/Behavior and Attitudes, Social Exchange Theory, Employment relationships, LMX & TMX, Compensation management.

We welcome papers taking either a theoretical or an empirical perspective on these topics. They could be a research in progress, a draft, or a completed study before being submitted for an academic review. It could also be advances in a doctoral research project. All papers selected will be reviewed and commented on by two guests.

Authors will have 20 minutes for presenting their research. This period will be followed by 25 minutes discussion time, including specific feedback from Guests and an open discussion with the audience.

The workshop will also include conferences with Timothy Judge and Lynn Shore, and a Ph-D session for “junior paper”.

Submission process

The deadline for the submission of intention to contribute (title and abstract, 10 to 20 lines) is February 10, 2009 by email.

The deadline for the submission of full papers is **March 10, 2009**.

Submissions must be sent to: caroline.manville@univ-tlse1.fr

The standards for presentation of papers are Microsoft Word for Windows, Times New Roman, size 12, double-spaced, between 15 and 30 pages (including reference list, tables and figures). Papers must be written in English.

Contributions accepted for presentation and discussion are selected by the Guests. Four contributions are selected for each session.

Acceptances are given to authors: **April 1, 2009**.

Information

Submissions of contributions : caroline.manville@univ-tlse1.fr

Visit to the University of Toulouse : Mohamed-ikram.Nasr@univ-tlse1.fr

Organization of the workshop : patrice.rousseau@univ-tlse1.fr

Website : [TUhttp://gracco.univ-tlse1.fr/UT](http://gracco.univ-tlse1.fr/UT)

Address : CRM/LIRHE CNRS
Université Toulouse I
2, rue du Doyen Gabriel Marty
31042 Toulouse cedex 9. FRANCE

International Journal of Globalisation and Small Business (IJGSB)

Special issue:

“Being a Small Entrepreneur in a Globalized Economy. Traditional and Innovative Firms Competing in an Open World”

Guest Editors: Roberto **Cafferata**, University of Rome “Tor Vergata”, Italy

Gaetano Maria **Golinelli**, University of Rome “La Sapienza”, Italy

The IJGSB aims at promoting and developing research in the field of globalisation and small business management. In this area, the journal aims at supporting researchers, practitioners and policy makers in the creation and diffusion of scientific knowledge.

Nowadays, the economic landscape seems to be deeply influenced by globalization, whose fast development is dramatically affecting business competition and entrepreneurship around the world. Relevant strategic and organizational changes seem to be requested both to traditional entrepreneurs and new ones, especially as far as the dynamic relationships among organizations are concerned. Furthermore, an increasing quality standard in the production of goods and services is challenged by the ever changing customers' preferences.

In the light of the depicted framework, management scholars are currently deeply committed in exploring and exploiting SMEs' experiences in the international markets, in order to improve knowledge on this topic.

We invite contributions to a special issue of the IJGSB, attempting to explore the dynamics of SMEs' entrepreneurship in the globalized economy. In this regard, the goal is to collect a number of valuable papers analysing the various aspects of SMEs' strategic-organizational and technological innovations (e.g.: corporate governance, global/local networks, internationalization, supply chain management, product or process innovation, corporate social responsibility, etc.).

Subject Coverage

Both theoretical and research papers are welcomed. Topics that can be considered for publication include (but are not limited to):

- Globalization and SMEs' strategic and organizational changes;

-
- Globalization and SMEs' technological innovation;
 - Globalization and SMEs' corporate governance;
 - Globalization and SMEs' human resource management;
 - Globalization and SMEs' service management;
 - Globalization and SMEs' knowledge management;
 - Globalization and SMEs' global or local networks;
 - Globalization, sustainable development and SMEs;
 - Globalization, corporate social responsibility and SMEs;
 - Globalization, IAS/IFRS and SMEs' accountability;
 - Globalization and SMEs' corporate restructuring;
 - Globalization and SMEs' supply chain management;
 - Globalization and SMEs' marketing management;
 - Globalization and SMEs' internationalization.

Notes for Intending Authors

Submitted papers and book reviews should not have been previously published, nor be currently under consideration for publication elsewhere. The selection of the papers composing this special issue is organised as follows:

A first review round will evaluate all the extended abstracts (maximum 500 words) sent to the guest editor by the submission deadline.

Solely the authors of the selected abstracts will be asked to prepare a final paper. All final papers will be refereed through a double blind peer review process. Among them, the best six will be chosen.

In the case of more valuable papers, other contributions will be shifted to other issues of IJGSB.

A guide for authors, sample copies and other relevant information for submitting papers are available on the Papers Submission section under [Author Guidelines](#).

Important Dates

Submission of extended abstracts (max. 500 words): December 31, 2008

Notification of acceptance of abstracts: **February 2, 2009**

Submission of full papers following acceptance of abstracts: **April 18, 2009**

Notification of acceptance, refusal or revision of full papers: **May 23, 2009**

Submission of accepted and revisited final papers: **July 11, 2009**

Editors and Notes

You may send both extended abstracts and final papers in the form of an MS Word file attached to an e-mail (details in [Author Guidelines](#)) to the following:

Prof. Roberto **Cafferata**

University of Rome “Tor Vergata”
Faculty of Economics
Department of Business Management
Via Columbia 2, 00133, Rome, Italy
Email: cafft2002@yahoo.it

Prof. Gaetano Maria **Golinelli**

University of Rome “La Sapienza”
Faculty of Economics
Department of Business Management
Via del Castro Laurenziano 9, 00161, Rome, Italy
Email: gaetano.golinelli@uniroma1.it

with an email copy only to:

Editor-in-Chief

IEL Editorial Office

E-mail: ijgsb@inderscience.com

Please include in your submission the title of the Special Issue, the title of the Journal and the name of the Guest Editor.

IX Chemnitz East Forum
“Conflicts, frictions and paradoxes in CEE Management”
10 – 12 September 2009

Submissions deadline **28 February 2009**.

The Chemnitz East Forum provides a platform for the exchange of research on processes of societal transformation in Central and East European countries and its impact on states and organizations in the Western hemisphere. We would like to invite research papers dealing with all aspects of organizational conflicts, frictions and paradoxes with respect to management in CEE countries.

We prefer theory-based empirical studies, but also welcome papers of a theoretical or conceptual nature or with a focus on methodological issues in this context. The conference topics include (but are not limited to):

- Management mistakes and managing mistakes in CEE
- Clashes between Western Management and Eastern Reality
- Frictions of transferred and established management concepts and practices
- Inappropriate leadership behaviour and its consequences
- Paradoxes of entrepreneurship in Post-Soviet societies
- Success and failure of management strategies and their implementation
- Industrial relations, tariff negotiations and conflicts in CEE firms
- Resistance and deviant behaviour in CEE firms
- Ethical problems and corporate responsibility in CEE management.

We particularly encourage young researchers and PhD students to submit papers. Please send an attached file (doc, rtf) of an extended abstract (1,500 words) to the organizing committee via e-mail. Abstracts should contain the author(s) name(s), title and position, institution, address, phone and fax numbers as well as e-mail address. Authors will be notified of the outcome of their submission by 31 March 2009. In the event of your paper being accepted, you should be prepared to submit a full paper by 31 July. For further information please visit our conference homepage www.tu-chemnitz.de/wirtschaft/bwl5/konferenzen/ostforum.

The conference fee is 150 Euro. If possible, participants from East European countries will have the conference fee and their travel and accommodation expenses refunded. Further details will be sent together with an invitation to participate in the Forum. Please submit your abstract via email to:

Irma.Rybnikova@wirtschaft.tu-chemnitz.de



Management and Organization Review 4.3 is now available, featuring MOR's first Perspective article: "Which Way through the Open Door? Reflections on the Internationalization of Chinese Firms." For an introduction to this new format and other exciting initiatives, be sure to read the brief opening editorial.

MOR 4.3 contains articles on the following topics: the challenge and necessity of independent thinking for great scholarship; new perspectives on what motivates Chinese firms' internationalization; public relationship strategies used by Chinese firms, particularly in their exchanges with the government; specific moderators and mediators in the relationship between employee performance and supervisory abuse; and a new and integrative trust framework.

Authors include Xiaoping **Chen**, Max **Boisot**, Marshall W. **Meyer**, Yuanqiong **He**, Zhilong **Tian**, Samuel **Aryee**, Li-Yun **Sun**, Zhen Xiong George **Chen**, Yaw A. **Debrah**, and Peter **Ping Li**.

We hope you enjoy this interesting issue!

The MOR Editors

Management and Organization Review
Volume 4, Issue 3, November 2008.

Online ISSN: 1740-8784
Print ISSN: 1740-8776

Journal compilation © 2008 Blackwell Publishing Ltd

Pages: 333-335
Gaining some 'Perspective' and an Open Call
<http://www3.interscience.wiley.com/cgi-bin/abstract/121452671/ABSTRACT>

Published Online: 15 Oct 2008
DOI: 10.1111/j.1740-8784.2008.00123.x

Pages: 337-348

Independent Thinking: A Path to Outstanding Scholarship

Xiao-Ping Chen

<http://www3.interscience.wiley.com/cgi-bin/abstract/121391351/ABSTRACT>

Published Online: 29 Aug 2008

DOI: 10.1111/j.1740-8784.2008.00124.x

Pages: 349-365

Which Way through the Open Door? Reflections on the Internationalization of Chinese Firms

Max Boisot, Marshall W. Meyer

<http://www3.interscience.wiley.com/cgi-bin/abstract/120119438/ABSTRACT>

Published Online: 29 May 2008

DOI: 10.1111/j.1740-8784.2008.00116.x

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Published Online: 15 Oct 2008
DOI: 10.1111/j.1740-8784.2008.00128.x

From Global to Worldly Leadership Symposium



hosted by



The Centre for Applied Leadership Research at Leadership Trust Foundation and Bristol Centre for Leadership and Organizational Ethics (Bristol Business School)

Conference: 6 – 7th May 2009

Venue: The Leadership Trust, Weston-under-Penyard,
Ross-on-Wye, Herefordshire, UK

The purpose of this symposium is to consider an alternative way of framing the limited but popular idea of global leadership. We propose that thinking instead about *worldly leadership*, drawing on Mintzberg's (2004) 'worldly' mindset enables a new and important conceptualisation to emerge as a contribution to the field, and in turn advances our thinking about leadership development in the context of complex trans-national organization.

Mintzberg's idea of worldliness contrasts with a globalisation discourse which "sees the world from a distance that encourages homogenization of behaviour" (Mintzberg, 2004, p. 304) insofar as it engages at close proximity with the many different worlds within worlds that make up our globe and enrich our experience of it. Worldly leadership is not simply about observation. It is also about the ethical choices that we make and the way that we *act* within and across these world(s).

When global leadership is defined, as it often is, as a set of narrowly instrumental competencies, however contested, the implications for leadership development might be considered as relatively straightforward, since the design must focus on the alternative methods for developing each agreed competency. However, if global leadership is re-conceptualised along the lines of a worldly leadership agenda, then the challenges for leadership development become more complex and require greater imagination to address. Mendenhall claims that the main reason why much global leadership development fails is that it is based on a "confused jumbled understanding of the global leadership construct". He has called the task of developing global leaders "elusive but critical".

Most research into global leadership fails to address the development of worldly leadership, as imagined here, where questions of integrity, ethics, dispersed or shared leadership, networks, boundary-crossing, stewardship, sustainability and notions of the common good take centre stage increasingly for global organisations in all sectors. Contributions to the symposium are invited on any aspect of worldly leadership but indicative topics would include:

- Conceptualising worldly leadership
- Critiques of global leadership
- Worldly leadership in practice (case studies, empirical research)
- Narratives and discourses of the global and worldly leader
- Gender and diversity dimensions of global/worldly leadership
- Worldly wise? Ethics and the worldly leader
- Sustainable leadership: Global or worldly?
- Non-western perspectives on leadership

We welcome innovative interpretations of the symposium theme and suggested topics .Contributions might take the form of papers, case studies or more imaginative events that address the issues outlined above.

If you would like to discuss the event, please contact Dr Sharon **Turnbull** sharonturnbull@leadership.org.uk or Dr Gareth **Edwards** garethedwards@leadership.org.uk at The Leadership Trust or Professor Peter **Case** peter.case@uwe.ac.uk or Dr Peter **Simpson** peter.simpson@uwe.ac.uk at University of the West of England.

Submission deadline: Please email abstracts or outline proposals to Linda Keirby-Smith on lindakeirby-smith@leadership.org.uk by **14 November 2008**.

Notifications of acceptance will be sent out by **19 December 2008**. Registration will open in **January 2009**

The inclusive symposium fee will be:

£204 plus VAT including all meals, daytime refreshments, symposium dinner and **including** accommodation at The Leadership Trust (accommodation will be allocated on a first come first served basis)

or

£132 plus VAT including lunches, daytime refreshments, and symposium dinner **excluding** accommodation

An additional night's accommodation on 6th May 2009 will be charged at **£72 plus VAT** for bed and breakfast.

Developing Leadership Capacity Conference

Conference: 16th July 2009

Venue: Bristol Business School, Frenchay Campus, University of the West of England, Bristol. UK

On behalf of the Bristol Centre for Leadership and Organizational Ethics (BCLOE), Bristol Business School and The Leadership Trust Foundation, you are warmly invited to contribute to the Developing Leadership Capacity Conference. The goal of the Conference is to develop and strengthen the discipline of leadership development and the community of practice amongst Leadership development researchers, academics and practitioners. In the pursuit of developing our understanding of 'How to develop leadership capacity' we seek papers that, through inquiry and reflection, can develop our understanding of leadership development research and practice.

All scholars, practitioners and consultants interested in leadership development are invited to make submissions for consideration. We especially welcome contributions to any of the following streams:

Leadership Development Methodology: This could include research around different methodologies or pedagogies for developing leaders and leadership. Comparative research in this area is particularly welcome.

Diagnosis and Evaluation: Research investigating the diagnosis of leadership development requirements and evaluation of leadership development interventions is welcome. This stream may also include research into the differing methods for leadership development diagnosis and evaluation.

Research into the lifespan development of leadership ability: This stream welcomes papers on the broader basis of investigating how leadership ability is developed over a person lifespan and what life experiences contribute to the development of leadership.

Submission procedure: Contributions are welcome in the form of one or more **Full Papers** and submitted as an abstract of no more than 500 words. Each submission will be subject to a review process. All submissions should be made by the **16th February 2009** electronically to the Conference organisers on **doris.jepson@uwe.ac.uk** as a word attachment. All submissions should include on the cover page:

- Title
- Name of author(s)
- Organisation affiliation/position(s)
- Address
- E-mail address

-
- Topic Area/Stream

The submissions should further be:

- Word-processed
- Written in English
- Times New Roman, 12 font, single spaced
- Indicating word count clearly on cover page

Decisions: Decisions on all abstracts and proposals will be conveyed to contributors in the **week commencing 20th April 2009**. Please note that **at least one author** for each submission **must register before 29th May 2009** for the submission to be included in the conference programme.

KEY CONFERENCE INFORMATION

Key Dates:

16 February 2009 – Submission Deadline
20th April 2009 – Decisions communicated
16th July 2009 – Conference

Conference Organisers:

Dr Doris **Jepson**
Bristol Business School, UWE
Doris.jepson@uwe.ac.uk

Dr Gareth **Edwards**
The Leadership Trust
garethedwards@leadership.org.uk

Registration Fee: £60

Keynote Speakers:

Professor John **Burgoyne**: *'An overview and history of leadership development'*

Professor Dennis **Tourish**: *'Evaluating leadership development by business results: key challenges and strategies for the future'*



Entrepreneurship and Growth of Family Firms

Date: June 4-5, 2009

Venue: Krakow, Poland (CUE campus)

Organizers:

- 1) Cracow University of Economics - Department of European Studies & Department of Entrepreneurship and Innovation
- 2) Entrepreneurship Research and Education Network of Central European Universities

Conference Idea:

Entrepreneurship is a necessary condition for economic growth and development. Modern states converge in treating entrepreneurship as a key economic resource. But entrepreneurship is especially important in the period of structural change and changing global division of labour. Enterprises often start from an entrepreneurial idea of an individual, but then continue as family businesses. Hence, the conference links these two issues.

Cracow University of Economics has designed the conference as a meeting point to discuss past, present and future tendencies with regard to entrepreneurship and family firms as well as to share ideas on modern entrepreneurship and family firms research.

Conference Topics:

- The idea and determinants of entrepreneurship in modern economies.
- The relations between entrepreneurship and family firms
- The advantages and disadvantages of family as a vehicle for entrepreneurship.
- The impact of family entrepreneurs on local development: spatial dimension of entrepreneurship.
- Challenges of family firms' succession.
- Various research approaches to study family firms' development and growth.
- Public policy instrument to promote the growth of entrepreneurship.

Call for Papers:

Submissions are invited. Abstracts and CVs should be sent to Krzysztof.Wach@uek.krakow.pl before **November 15, 2008**. Papers will be subject to a review process. Accepted papers need to be submitted in full by April 15, 2009. Accepted papers will also be considered for inclusion in an edited book. Additionally all the papers will be published as conference proceedings in an electronic version.

Fee:

There is no conference fee. The participants are to cover accommodation and travel expenses on their own.

Conference Calendar:

Deadline for Abstracts: **November 15, 2008**

Acceptance Notification: **December 15, 2008**

Deadline for Full Papers: **April 15, 2009**

Electronic Papers Publishing: **May 31, 2009**

Conference: **June 4-5, 2009**

Papers Review: July 31, 2009

Papers Corrections by Authors: **September 15, 2009**

Book Publishing: **January 31, 2010**

Contact:

Prof. Aleksander **Surdej**, e-mail: Aleksander.Surdej@uek.krakow.pl

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