

**LETTER FROM THE EDITOR**

Dear EURAM members,

When you receive this newsletter, the opening of the 2008 EURAM conference will be very very close. In fact, on the 14<sup>th</sup> of May the Minister of Growth of the Republic of Slovenia, Dr. Žiga Turk, will open the Conference at 18.00, Faculty of Economics – University of Ljubljana. Before this, the Doctoral colloquium will take place in Bled, hosted by the IEDC – Bled School of Management. Here 40 doctoral students (out of the 61 that submitted a proposal) have the opportunity to present their research projects, discuss them and get feedbacks from professors who will give them advices and suggestions.

The Ljubljana Conference is already a success: the papers submitted are more than 670, an excellent result for this first Euram Conference in Central - Eastern Europe, whose aim is to establish a strong link between Eastern and Western scholars. This is also the first conference jointly organized by EURAM and another association, CEEMAN. We can say it was a good joint venture and a way of sharing experiences that could be followed also in the future.

The program of the Conference is

very intense, thanks to the hard work of the Chairman, Prof. Milenko Gudic, and his team.

I would like to briefly remind you of the most important things and events related to it:

- 42 tracks + the ‘Meet the Editors’ session (on Saturday morning);
- 4 plenary sessions + the opening ceremony;
- The awards ceremony (Postojna, during the gala event), which includes: the Innovation Lab Award, the best paper from the Euram 2008 Doctoral Colloquium, Emerald’s prize for the best paper in the track on Gender Equality and Diversity in Management.
- Business meetings: Euram Executive meeting, Euram Board meeting, European Management Review Editorial Board Meeting.
- The General Assembly

and, of course, some exciting social events.

As you already know, in 2008 there will be a change of Editorship of the European Management Review and it will be officially announced during the conference. So, don’t miss the meeting where the new editor will be presented.



Donatella Depperu

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While we are ready to reach Ljubljana and Bled, we can start thinking about future EURAM conferences. In 2009 the annual conference will take place in Liverpool, 2008 capital of culture in Europe. The theme is “Renaissance and Renewal in Management studies”. If you want to know more about this conference, remember that the presentation will take place in Ljubljana after a plenary session! And remember to save the dates:

11<sup>th</sup> – 14<sup>th</sup> May 2009 – Liverpool - UK

In the future Newsletters you will know more and more about this conference.

In the meantime, let me tell you that I hope to see you in Slovenia.

**Donatella Depperu**

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## LETTER FROM THE PRESIDENT

Dear Colleagues

I hope life is brightening up as the Spring takes hold. That must apply everywhere but Scotland where we enjoy all four seasons in a single day!

EURAM work has been busy on the conference in Slovenia. CEEMAN have been instrumental in getting publicity through the FT in an effort to heighten the profile. So far, we have nearly 650 participants registered with paper submissions coming from over 50 countries. Milenko Gudic from CEEMAN deserves a special mention for the hard and persevering work he has put into to helping west meet east. EURAM's research team, led by Research Director Henk Volberda, will meet with senior colleagues from EIASM and the Advanced Institute of Management (UK) in Slovenia to discuss the development of a potential Research Portal. If any of you have experience of designing or using such a portal, please contact Henk as any advice we can get now is very welcome. Back home in Brussels, EURAM has broken new ground. We have employed a part time administrator from the 1st May to work on EURAM affairs. In particular, we hope to take over much more of the conference organisation, link the national representa-

tives more into mainstream business and help develop new members services. This is our first step into employment and we thank EIASM's President Paul Coughlan and Director Nicole Coopman for their valuable help in making this transition possible. I look forward to seeing many of you in Slovenia.

Take Care,

Peter

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



Peter McKiernan

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

Dear Colleagues,  
Dear Conference Participants,

CEEMAN (Central and East European Management Development Association), the Faculty of Economics, University of Ljubljana, and the IEDC-Bled School of Management are honored and happy to welcome you to Ljubljana and Bled for the EURAM 2008 Annual Conference, the most important European gathering of management researchers, scholars, and practitioners.

In the changing world characterized by rapid globalization, unprecedented technological progress, and structural, institutional, demographic, sociological, and psychological shifts, Europe is facing new challenges and searching for adequate responses to try to achieve the ideal of building and sustaining global competitiveness while maintaining social harmony. It requires huge economic restructuring and substantial social transformation. Geographic, historic, economic, institutional, demographic, cultural, and social differences make Europe the most diverse region in the world. Leading and managing change in such a context is an exceptional challenge but also an opportunity. The importance of the European voice in this field goes far beyond Europe's borders.



Ljubljana Riverside walk

European management theory and practice are lagging behind in terms of their focus on diversity and their implications for leading and managing change and developing managerial and leadership capabilities. More than 500 high-quality papers from 44 countries from all the continents, which will be presented in the 42 tracks of the EURAM 2008 Conference, have contributed to exploring how to bridge the gap. They address the challenge and opportunity of diversity at the individual, organizational, and social levels.

The Conference will be opened by Dr Žiga Turk, Minister for Growth in the Government of the Republic of Slovenia. Since Slovenia is currently presiding over the European Union, this is another recognition of the importance of the conference topic and the role of European management research and leadership development. Dr Janez Potočnik, European Commissioner for Science and Research, will share his views and first-hand information on European research policies to foster diversity and European competitiveness. Participants will also have a unique opportunity to discuss issues with world-famous thinkers in management and associated fields: Dr Ichak Adizes, one of the world's leading authorities on change management; Jean-Pierre Lehmann, Professor of International Political Economy at IMD in Lausanne, Switzerland, and Founding Director of the EVIAN Group; and Slavoj Žižek, world-famous Slovenian philosopher. Goran Radman, Chairman, Microsoft SEE, will greet the audience on behalf of the Conference sponsors and will represent the voice of the corporate world on the issues of managing diversity.

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

The idea of promoting the quality of research while recognizing and celebrating diversity, creativity and innovation, will feature in the EURAM 2008 Doctoral Colloquium, where 40 younger researchers will present their achievements and work in progress and receive feedback from their senior colleagues.

EURAM 2008 will provide also opportunities to celebrate high achievements by presenting the Imagination Lab Award; the best paper award from the EURAM 2008 Doctoral Colloquium; and Emerald's prize for the best paper in the track on Gender Equality and Diversity in Management.

Researchers will also have a special opportunity to attend the Meet the Editor session and learn how best to prepare their research results for broad exposure and international publishing. The presence of major international publishers will also enable participants to become acquainted not only with the latest publications across a whole spectrum of management-related fields but also with exciting books yet to be published.

This conference would not have been possible without a great understanding, trust, help, support, and active involvement of more than a thousand people from all over the world.

Above all we would like to express our gratitude to all the track conveners and authors who submitted track proposals and papers, as well as to the members of the EURAM 2008 Scientific Committee, and hundreds of paper reviewers for selecting the most interesting and inspiring tracks and papers for our discussions. We are also thankful to the chairs and moderators of the Doctoral Colloquium as well as to all those who have provided prestigious recognitions and awards to foster and celebrate quality, diversity, and innovation.



Faculty of Economics

Such a high-level event would not have been possible without the EURAM 2008 keynote speakers to whom we owe most cordial thanks for joining us and sharing with us their wisdom and experience.

The amount of knowledge and new ideas has been further increased by prominent publishers to whom we are thankful for presenting their latest management books and magazines. We would like to express our particular thanks to the corporate world, which has enriched our event by its involvement, attention, and sponsorship support.

We are also very thankful to EIASM for their efficient and smooth paper handling process, as well as to Kompas Agency for their organizational support related to registration, hotel booking, and logistics.

Last but not least, our thanks are due to the leaders, colleagues, and staff of EURAM, CEEMAN, the Faculty of Economics, University of Ljubljana, and the IEDC-Bled School of Management for their willingness and readiness to get involved as strategic partners in this project.

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

Our gathering in Ljubljana and Bled is the first EURAM Conference organized in Central and Eastern Europe. As never before, the EURAM 2008 Conference brings together people from all over the world. The Conference venues will provide a creative environment not only for mutual learning and intellectual exchange but also for strengthening old friendships and creating new ones. The superb professional content and an exciting social program, which includes Ljubljana, Bled, and the famous Postojna Cave, will motivate you to share your professional achievements and personal values and also benefit from the diversity of the people you will meet and spend time with.

Welcome to Slovenia! Have a successful Conference and pleasant and joyful stay!

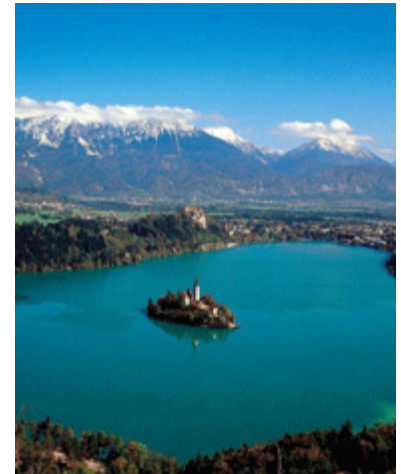
**Milenko Gudić**  
Program Chair

**Melita Rant**  
Program/Organization Liaison

**Rudi Rozman**  
Academic Chair

**Tamara Kaše**  
Organization - Ljubljana

**Olga Veligurska**  
Organization - Bled



Bled Island

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## INTERVIEW: NIELS NOORDERHAVEN (VICE PRESIDENT, EURAM) BY PETER MCKIERNAN (PRESIDENT, EURAM)

**Neils, you are the VP for EURAM. The current conference is EURAM's first with a major partner (CEEMAN). Why did you go with CEEMAN and how has this partnership worked out?**

EURAM was very interested in setting up a partnership with CEEMAN because Central and Eastern Europe is a region going through a tremendous transition. For EURAM as an association and for management researchers more in general, this is a phenomenon that we cannot ignore. Once you have decided to go East, the question is whom to partner with. CEEMAN is a very attractive partner because they have shown to be an entrepreneurial player and they are very well connected throughout the region (as well as outside of it). The partnership has worked out very well. The first fruit will be the EURAM 2008 conference in Ljubljana, which promises to be one of the best EURAM conferences ever. And I think that this is only the beginning ...

**What are EURAM's plans for future conferences?**

EURAM will continue to move criss-cross through Europe, like before, and at the same time we are con-

stantly looking for cities that have something special to offer. In 2009 we will be in Liverpool, 2008 Capital of Culture of Europe. The theme will be "Renaissance and Renewal", and if there's one city in Europe that offers a background for discussions on this theme it must be Liverpool! After that, nothing has been decided yet, but some options that may be considered are Rome, Ghent, and Tallinn.

**I understand that EURAM is changing its conference structures to include a new role for special interest groups. What will these groups be and what will be their roles?**

The Special Interest Groups, or SIGs, will play an increasingly important role in the conferences, as we plan to make these SIGs responsible for the general tracks. So far EURAM conferences have been characterized by a very lively come-and-go of special tracks, some of which live only for a single conference, while others continue to thrive for many years. While we want to keep these special tracks as an important attraction of the conference, we also want to strengthen the general tracks (bringing together contributions in generic fields like Organization, Strategy, or International Manage-



Niels Noorderhaven

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ment). We believe that the best way to do this is to ask key European scholars within these respective fields to take the lead, organize these general tracks, and stimulate researchers in their networks to submit papers.

**Is there a particular philosophy behind EURAM conferences?**

Yes, but it is a philosophy that we are constantly (re) discovering and updating. The general idea is that it is a conference that should accommodate the creativity of the European management researchers. That means that we should provide a platform for groups of researchers that want to organize a series of paper presentations within a particular theme that they deem to be particularly topical or relevant. If possible connected to the overall conference theme, but this is not a necessity. This philosophy of providing a platform, rather than forcing researchers into a straightjacket is something we feel is very important. At the same time (and this is an update of the conference philosophy) we see that there is demand for more general and constant themes, and this demand we want to satisfy better than in the past with the renewed general tracks and the SIGs. We want the EURAM conference to become a major management confer-

ence in the world, like the American Academy of Management, but at the same time we would like to stay a bit more playful. And all that while constantly improving the quality ...

**EURAM seems to live in harmony with EGOS. Do you have any plans to co-operate with them on any events like you have done with CEEMAN?**

As far as I know there are no particular plans for cooperation with EGOS at this moment. But the relationship is excellent indeed, and it is clear that there is more than enough room in Europe for both the EGOS and the EURAM conference. For the time being it seems best that the two organizations do their own thing, optimizing their respective conference models, so that there is something to choose for the European management scholars. And in fact many people go to both conferences!

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## NEWS FROM THE EURAM COMMUNITY

A new textbook '**Strategic Management Dynamics**' by **Kim Warren**, Teaching Fellow at **London Business School** is now available from Wiley [[www.wiley.com/go/smd](http://www.wiley.com/go/smd)]

Designed for core strategy courses, the book takes a somewhat different

perspective than others which start from showing how industry conditions determine opportunity, and then develop how to seek an attractive 'position' in these conditions. Since investors value the stream of future cash-flows, growth is more highly valued than the last point or two of profitability, so strategic management requires constant control and adjustment of decision-making across the organization. The approach offered in this book therefore starts by establishing how an organization of interconnected resources actually works to deliver performance that change over time. These resources are simple, tangible and quantifiable factors that any enterprise could readily recognise, specify and measure.

From this core foundation, the book goes on to show how the dynamics of competitive rivalry operate, the impact of intangible factors and capabilities, and how policy can be designed to steer strategy and drive future performance.

Given the focus on 'strategy dynamics' - how performance changes over time - the book is supported by a range of simulation-based teaching materials, some directly suited to supporting widely-used case studies. Video-class segments are also available. More at [www.strategydynamics.com/teachers](http://www.strategydynamics.com/teachers)

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**CERMi Seminars in Microfinance** (23/4/08). Launched in October 2007, the **Centre for European Research in Microfinance** (CERMi) draws together researchers involved in microfinance activities in developing countries, from the Centre Emile Bernheim (Solvay Business School, Université Libre de Bruxelles) and from the Research Centre Warocque (Université Mons-Hainaut). It aims to study the management of microfinance institutions with an interdisciplinary approach. CERMi offers specialised seminars, organises conferences, publishes working papers, and welcomes PhD students and visiting professors.

The CERMI Seminars in Microfinance are monthly lunchtime scientific meetings at which international researchers in microfinance present and debate informally their current research topics. The seminars aim to cover the wide range of research that is currently undertaken in Microfinance. Several well-known

scholars have made a presentation during the seminars: M.S. Sriram (IIM Ahmedabad), James Copestake (Bath University), Isabelle Guérin (Université de Provence), Cecilio Mar Molinero (Kent Business School), Begoña Gutierrez (University of Zaragoza), Cécile Lapenu (CERISE), etc.

CERMi works in close collaboration with the European Master in Microfinance. This one-year Master programme, fully taught in English, has been designed by microfinance experts to offer a unique blend of theory and practice. Courses are provided by academics from four European universities: Université Libre de Bruxelles and Université de Mons-Hainaut in Belgium, Université Paris-Dauphine in France and Wageningen Universiteit in The Netherlands. Practical issues in Microfinance are presented by practitioners from four partner NGOs: Aide au Développement Autonome (ADA), Comité d'Echange, de Réflexion et d'Information sur les Systèmes d'Épargne-Crédit (CERISE), PlaNet Finance and SOS Faim.

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## NEWS FROM THE EURAM COMMUNITY

**Mario Raich (Consultant)** and **Simon Dolan (Ramon Llul University)** wish draw your attention to their forthcoming book **‘Business and Society in Transformation’**. We are living in a world of transformation, and the world tomorrow will be very different from the world today, or the world of yesterday. This extraordinary book will be fascinating to anyone concerned about the future of our world. Defining 6 key areas to discuss; society, religion, environment, science & technology, business, and politics, the authors draw a roadmap to the future. They investigate how unexpected changes and developments are transforming the social and business landscape of the 21st century. They have invited some of the world experts and specialists to contribute to this book, creating a virtual team spanning over all continents.

Business and Society in Transformation (August 2008), Palgrave Macmillan, 272 Pages, £25.00

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**CERAM Business School** is pleased to announce a new international PhD programme in Management Science starting in September 2008 in cooperation with The School of Business, Trinity College Dublin and Copenhagen Business School.

The mission of the Ph.D. pro-

gramme is to prepare students for careers in academia and industry by providing a solid background in all disciplines related to management science, relying on quantitative and qualitative analysis at the advanced level.

CERAM Business School is an ideal site for such a program, located in Sophia Antipolis, the science park on the French Riviera, closed to famous research institutions and high tech companies.

The application **deadline is June 1**.  
For further details, please contact:

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France  
Email: [ludovic.dibiaggio@ceram.fr](mailto:ludovic.dibiaggio@ceram.fr)  
Visit the website at:  
<http://www.ceram.edu>

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### **2009 EURAM CONFERENCE:**

**11<sup>th</sup> – 14<sup>th</sup> May, Liverpool, UK**  
**Renaissance and Renewal in Management studies**

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

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

### **R&D Management Special Issue: Open R&D and Open Innovation**

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

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

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

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## **8<sup>th</sup> International Conference on Competence-based Management (ICCBM): Perspectives on Management Theory, Research, Practice, and Education**

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

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

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

**Conference:** Wednesday to Friday, **1-3 October 2008**

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

**Deadlines:** Formal paper abstract (max. 2 pages) (**June 1, 2008**), Panel Proposals (**June 30, 2008**), Informal presentation sessions Proposals (**June 30, 2008**).

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

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

### **Objectives of the Copenhagen Conference**

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

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

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

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

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

### **Specific topics for the Copenhagen conference**

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

- How does collaboration allow small and medium sized companies to overcome the limitations of firm size?
- What kinds of collaborative relationships seem to be most promising?
- What are the specific advantages of collaboration for developing the strategic flexibility that is required to remain competitive in dynamic and highly unpredictable product and resource markets?
- What advantages can result from collaborating with parties outside one's own industry boundaries? What are specific challenges posed by collaboration that transcend industry boundaries?
- How do collaborative patterns evolve during the growth stages of organizations? What specific benefits can organizations expect from collaboration in each of the stages?
- How do organizations build and leverage learning skills, capabilities, and competence to continuously improve their benefits from collaborative agreements? What enables and constrains associated learning processes?
- How do modular product and process designs allow organizations to develop innovative ways of collaboration? What are the specific challenges for developing these collaborations in an industry or product market setting characterized by modular architectures?

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- What new forms of collaboration are inspired by explicitly systemic, dynamic, cognitive, and holistic perspectives on strategic management? What are the unique (economic) benefits that these new forms of collaborations can bring to organizations?

### **Intended participants for the conference**

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

Management academics and researchers, including doctoral students  
Managers and executives  
Management consultants

### **Formats for Formal Participation in the Conference**

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

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

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

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

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

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

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

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## Doctoral Workshop

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

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

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

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

### Formal paper deadlines:

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

### Panels:

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

### Informal presentation sessions:

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

For more information on conference including registration and hotel bookings, please visit: [www.cbm.net](http://www.cbm.net)

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**EABIS 7th Annual Colloquium: Call for Contributions**

**‘Corporate Responsibility and Sustainability: Leadership and Organisational Change’**

**Venue and Date: Cranfield, UK 11 & 12 September 2008**

**Submissions Deadline: MAY 19, 2008**

Event Website: <http://www.eabis2008.info>

The European Academy of Business in Society (EABIS) is pleased to announce that its 7th Annual Colloquium will take place on 11-12 September 2008, hosted by Cranfield University School of Management.

The 2008 Colloquium will take as its theme: “CORPORATE RESPONSIBILITY AND SUSTAINABILITY: LEADERSHIP AND ORGANISATIONAL CHANGE”. Specifically, the conference will drill into the vital challenges of embedding CR and Sustainability into the DNA of the firm (structures, cultures, systems, processes and competencies); the implied organisational change, innovation or even transformation this takes; and the required leadership for making this happen.

On behalf of the Conference Co-Chairs, Prof. Andrew Kakabadse and Prof. David Grayson, we hereby invite proposals for papers (4-5 pp) and related research work. Existing full papers are also welcome. All information regarding the Call for Contributions, can be found at the [2008 Colloquium website](#). Interested participants should submit paper proposals by MONDAY, 19 MAY.

For further information, please contact: Helen Knight, Colloquium Coordinator, at [helen.knight@cranfield.ac.uk](mailto:helen.knight@cranfield.ac.uk)

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## **The 2<sup>nd</sup> Israel Strategy Conference (ISC 2008)**

**Venue:** Tel Aviv, Israel

**Conference:** December 28-30, 2008

**Submission Deadline:** June 15, 2008

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

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

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

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

### ISC Best Paper Award

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

### Conference Registration

Registration to the conference will open on August, 2008 on the ISC website at [www.isc.org.il](http://www.isc.org.il) Payment instructions will be made available on the website.

The conference registration fee is as follows:

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

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

Advisory committee: Shmuel Ellis (Tel Aviv University) – [sellis@post.tau.ac.il](mailto:sellis@post.tau.ac.il) , Avi Fiegenbaum (Technion) - [avif@ie.technion.ac.il](mailto:avif@ie.technion.ac.il) , Avi Meshulach (Hebrew University) - [msavim@pluto.mscc.huji.ac.il](mailto:msavim@pluto.mscc.huji.ac.il)  
Zur Shapira (New York University) - [zshapira@stern.nyu.edu](mailto:zshapira@stern.nyu.edu)

For additional information, visit the ISC website at [www.isc.org.il](http://www.isc.org.il) or contact one of the conference co-organizers by email at [info@isc.org.il](mailto:info@isc.org.il).

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## Israel Strategy Conference Doctoral Consortium

**Date: Sunday, December 28 from 10 a.m. to 5 p.m**

The ISC Doctoral Consortium is most valuable to Ph.D. candidates interested in conducting leading-edge research and teaching in strategy and related areas. The consortium will be led by a panel of faculty members with proven research and teaching records who will address key issues in academic life such as publishing in top journals, managing your time for research, meeting teaching and institutional demands, managing research collaborations, and funding your research.

The coordinator of the consortium is Robert Salomon (NYU). Faculty facilitators include: Joel Baum (Toronto), Avi Fiegenbaum (Technion), Daniel Levinthal (Wharton), Niron Hashai (Hebrew U), Susan Perkins (Northwestern), and Frank Rothaermel (Georgia Tech).

The application deadline is Friday, October 3, 2008. Only electronic applications will be considered. To apply, please visit the consortium website at <http://isc.org.il/index.php?rid=consortium>.

If you have any question about the consortium, please e-mail Robert Salomon at [robert.salomon@stern.nyu.edu](mailto:robert.salomon@stern.nyu.edu)

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## **PDW at the AoM Meeting**

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

Sponsored by Business Policy and Strategy

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

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

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

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

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

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

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## 22nd ANZAM Conference

**Date:** 3-5 December 2008

**Venue:** Auckland, New Zealand, The University of Auckland Business School

Two outstanding keynote have been confirmed: **Anne S Tsui**, Motorola Professor of International Management at the WP Carey School of Business, Arizona State University and concurrently, Distinguished Visiting Professor at the Guanghua School of Management, Peking University and **Professor Kulwant Singh** who is based in the National University of Singapore Business School. Prof Singh's research interests focus on strategy and competition in the Asia Pacific, inter-firm cooperation and competition and corporate and technology strategy.

The call for papers information is now online with submission available from **1 May 2008**.

As an associated organisation, Peggy Hui of the ANZAM Secretariat has asked me to contact you to arrange for details of the conference to be placed on your website in a relevant/related section, with a link to the ANZAM conference website.

The details are as below:

22nd Annual ANZAM Conference  
Auckland, NEW ZEALAND  
Owen G Glenn Building, The University of Auckland Business School  
2-5 December 2008

'Managing in the Pacific Century'  
hosted by The University of Auckland

<http://www.anzam.org/conference2008>

Conference Secretariat: Promaco Conventions Pty Ltd  
PO Box 890, Canning Bridge WA 6153  
Ph: +61 8 9332 2900 Fax: +61 8 9332 2911  
Email: [promaco@promaco.com.au](mailto:promaco@promaco.com.au)

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## **Group & Organization Management**

### **Special Issue on Gossip in / around Organizations**

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

#### **Guest Editors:**

**Grant Michelson** (Audencia Nantes School of Management, France)

**Ad van Iterson** (Maastricht University, the Netherlands)

**Kathryn Waddington** (City University, United Kingdom)

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

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

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

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- The ethics of gossip in and around organizations
  - The relationship between gossip and organizational knowledge/learning
  - The contribution of gossip to social exclusion and victimization; distress and harm
  - Team/organizational attempts to silence gossip and team/organizational benefits of gossip
  - The role and influence played by the media and governments in shaping the wider social and global context of organizational gossip
  - Various ambiguities and paradoxes about teams/organizations that are revealed by and through gossip
  - Methodological challenges concerning the study of gossip in and around organizations

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

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

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

**Venue:** Beau-Rivage Palace, December 12, 2008

**Date:** December 12, 2008

**Organiser:** Guido Palazzo, Assistant Professor in Business Ethics

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

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

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

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

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

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

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## CALL FOR PAPERS: SPECIAL ISSUE OF THE STRATEGIC MANAGEMENT JOURNAL

### THE AGE OF TEMPORARY ADVANTAGE?

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

**Submission Deadline: October 1, 2008**

#### Special Issue Purpose

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

#### Background

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

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

#### Research Questions

The analysis of temporary and dynamic advantage can be partitioned into three main parts: (a) causes or antecedents, (b) management of temporary or dynamic advantages, and (c) consequences of temporary advantage. We seek studies of the many causes of the erosion of advantage including studies that focus on the fol-

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lowing questions: What are the endogenous and exogenous antecedents of various kinds of temporary or dynamic advantages? Are controllable or uncontrollable causes more important? Answers to these questions are necessary to understand whether there are ways to slow the accelerating depreciation of advantages and which strategic solutions or strategies are possible.

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

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

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

### **Deadlines and Submission Instructions:**

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

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

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

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## **Journal of Management and Governance**

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

**Submission Deadline: June 1, 2008**

*Guest Editors*

**Robert Hoskisson**, Arizona State University

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

**Riccardo Viganò**, University Federico II di Napoli

**Alessandro Zattoni**, Parthenope University and SDA Bocconi School of Management

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

### **Submission Process**

Manuscripts should be submitted to **Journal of Management and Governance** ([jmg@unisi.it](mailto:jmg@unisi.it)) and should indicate that the work is intended for this special issue.

### **Symposium in Naples**

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

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**Qimpro Consultants and BestPrax Club present Qimpro Convention 2008 on Excellence through Improvement and Innovation.**

**Submission Deadline: 15 May 2008**

**Conference: 7-8 August 2008; Mumbai- India**

The Convention will showcase the finalists from a seven month competitive process starting January 2008.

The Convention has a dual focus. One on excellence through Improvement in business processing methodologies such as Six Sigma, Kaizen, Juran on Quality Improvement etc. The second on excellence through Innovation in 135 managerial practices that are culled from the Baldrige criteria.

Industry and academia, both, are encouraged to send in their papers on Improvement and innovation. Academia forms the core knowledge base that can help industry leapfrog to its goals at a pace that is faster, better, cheaper and different. Industry possesses the skills and expertise to convert this knowledge into winning products, services and practices. We therefore present, Qimpro Convention 2008, a common platform to showcase organizational / institutional excellence.

- For corporate submissions, the competition fee is INR 20,000 per project.
- For academic submissions (students & faculty), the competition fee is INR 5,000 per project.

Presenting at Qimpro Convention 2008 offers organizations / institutions an opportunity to:

- Showcase their business process / managerial practice.
- Learn and benchmark
- Get recognition from peers and seniors
- Promote employee / student / faculty recognition
- Motivate employees / students / faculty to embrace quality practices throughout the organization / institution
- Win the QualTech Prize for Improvement
- Win the BestPrax Compass for Innovation

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Qimpro Convention 2008 spans two days. One dedicated day each, for Excellence through Improvement and Excellence through Innovation. The event concludes with an 'Awards Ceremony' to honour the winners of the QualTech Prize for Improvement and BestPrax Compass for Innovation.

The underlying themes and structure for the two days will be as follows:

**7 August 2008 (Day 1): Focus Improvement**

Keynote Speaker: Navin Agarwal, Director, Vedanta Group

**8 August 2008 (Day 2): Focus Innovation**

Keynote Speaker: Dr R A Mashelkar, President, Global Research Alliance, National Chemical Laboratory

**8 August 2008 (Evening): Awards Ceremony**

Guest of Honor: Dr J J Irani, Director, TATA Sons

For details on participating, registering or partnering with Qimpro Convention 2008, visit our website <http://convention.qimpro.com> or Contact: **Tasneem Shahpurwala**, *Leader: Recognition Process* at [tasneem@bestpraxclub.com](mailto:tasneem@bestpraxclub.com)

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## **BAM2008 - BRITISH ACADEMY OF MANAGEMENT CONFERENCE**

**“The Academy Goes Relevant”**

**Venue: Majestic Hotel, Harrogate, UK**

**Conference: 9-11 September 2008**

Relevance to practice has long been an issue of concern to BAM and its members and is now being taken seriously by government and research councils. The theme of the 2008 conference, in the lovely Yorkshire spa town of Harrogate, meets the "double hurdle" challenge of rigour and relevance head on. Papers, symposia and workshops will focus on topics that will contribute to the debate, such as:

- diverse epistemological and methodological approaches to practice relevant research
- the relationship between the conduct of research and the process of dissemination to practice
- collaborative practices in designing and conducting management research
- issues in publishing practice relevant research
- opportunities for funding different varieties of practice relevant research;
- types of theory that may inform practice
- how practice may inform theory
- training of researchers in practice relevant research
- the role of business schools in the world of managerial practice

This is a theme pertinent to all special interest groups. This conference can make a difference ....

Online registration is now underway. For this and all other information, see the BAM Conference website on: <http://bam.ac.uk/conference2008/>

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## **IRISH ACADEMY OF MANAGEMENT ANNUAL CONFERENCE**

**Venue: Dublin City University, Ireland**

**Dates: 3rd-5th September 2008**

**Theme: "New Ideas for a New Century"**

You can find more information at [www.iamireland.com](http://www.iamireland.com)