



*EUROpean Academy of Management  
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Dear Colleague,  
Dear Friend,

After a restful summer punctuated by the attendance at some academic conferences, I take the opportunity to wish you all a good start of the academic year.

For some of you, it is perhaps your first year of teaching and you approach these next few weeks with feelings of both eagerness and apprehension reflecting on your role, scope and outreach. In fact, EURAM has taken on a new project and will be developing a manifesto to express its position and wishes on **the future of management education and research** balancing the need for rules (rigour and relevance) and the alignment with EURAM's mission calling for diversity and engagement of management scholars.

On pages 3-4, I will share some preliminary personal reflections that will nourish this project which I hope to be able to discuss with many of you so that the geographical & professional diversity can be reflected in what will become a position paper to be co-signed by EURAM's affiliated societies.

In any case, if you are a PhD close to the finish line, a Postdoc or a junior lecturer/assistant professor, take the opportunity to join us during the **7th EURAM Early Career Colloquium (EECC) to be held 24-26 2016** in Halle (Germany) to explore together "Networking (and) Methods". Full information about the application requirements, fees and format can be found <http://www.euram-online.org/newsroom/events/107-7th-euram-early-career-colloquium-winter-olympics.html>. Anne-Katrin Neyer, Vice President EECC, and Julia Müller from the Martin-Luther University

Halle-Wittenberg are looking forward to welcoming you in Halle next year.

By and large, our community continues to attract interest beyond the European borders. We have over 5000 visitors on our website on a monthly basis, with the top five countries being respectively the U.S.A., China, Germany, France and Italy. We also have close to 1600 likes on our Facebook page and 100 followers on Twitter, established just a few weeks ago. Many scholars surfing on the website are looking for information about the Conference to be held in **Paris, June 1, 2, 3 and 4, 2016**.

The Call for Papers was launched just a few days ago (see <http://www.euram-online.org/programme2016/call-for-papers.html>). We hope that many European engaged scholars will answer the call by submitting their best research papers to make this event an inclusive and interesting programme.

Best wishes,

Luca Gnan,  
*President*



## Reflections on the Future of Management Education and Research

Luca Gnan, *President*

The economist J.K. Galbraith said that the real conquering of science and modern technology consists in taking normal people, giving them an in-depth education in a limited field and hence, to succeed, matching their competencies with other specialised individuals thanks to an adequate organisation. Namely it is possible to do without geniuses.

What we need to ask ourselves as management scholars is: "In our era, it is essential to create specialised geniuses or to manage human resources in a special way to respond to the needs of society?"

Presently, even though the situation is not ideal, it is probably much better than in the past. For this reason, management education should be coherent with reality – that is knowing what, how and what to do and be - in every surrounding and circumstance.

For societal evolution, it is enough to have a practice orientation without valuing the importance of theory? What type of education and on which theories should it be grounded to develop a manager's profile and their leadership skills?

The necessary flexibility to face the complexity and challenges of today's society suggest an important shift towards delegation of responsibilities with a major redistribution of the decisional power in organisations. This reconfiguration concerns all domains of management education, of the organisational structure, of the decision processes, of the educational curricula and finally of human resources. To enact this process, however, it does not only call for a simple revision of the configuration of decisional processes, but there is also a need to educate new leaders.

The term "leader" in managerial training, will then take wider scope which includes managerial and relational aspects. The leader is not only an administrative figure, but an individual incorporating all the shades of gray also requiring the interpretation of reality and the creation of an appropriate social supervision. The managers will be able to contribute to the understanding and problem solving for professional development towards a collective development.

In common sense knowledge, we find a stereotyped way of observing the values of our culture which originates in our human needs and relates to common languages with which used to communicate on a daily basis and on the other hand, the scientific language pertaining to our professional life. The first ones are by nature imperfect, the latter by contrast need to be objective and perfect to be concrete and understandable by actors in the same environment, as if that were possible.

In professional training, explaining "inter-subjectively", means to explain what is implicit. The discourse of management science needs to remain rational and represented in a transparent and fully argumentative way.

The difference between common and scientific languages is as follows, one has to act and decide on this distinction which is based on the hypothesis that it is possible to reach success of a management project by observing the conceptual assumptions starting from the interpretation in the field of education.

In communications and social relations however, we wish to represent an objective truth and the implicit nature of individual and collective knowledge. The combination of these two aspects and its interpretation contributes to problem solving, as the more the knowledge is objective, the more it seems real.

On top of this, one has to take into account the opacity, the shades of gray of social relations and the non-lucidity of meanings related to communications that create ambiguity and even another reality with unforeseen circumstances.

As such, at the origin of each theory, there is an implicit "so-called truth" which are our social

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representations we craft. We wish to offer those to an interactive environment and it is not so obvious perception of another will come close to the original idea.

The individuals then become the active artifacts of their behavior which they calculate, interpret, define and project during their own actions as passive subjects exposed to external contingencies as evidenced in the studies of decisional processes.

Evoking epistemology – a term comprising the theory that studies knowledge and responds to the question “what is knowledge?” – it is not possible unfortunately to consider this science as the study of the transition from “minor knowledge” to more advance knowledge.

A number of theories pertaining to knowledge, methodologies and the reform of the educational system live in the illusion that what counts is what can be explained from the beginning as a condition to a good outcome that the human brain can process. But the more an individual in a given position, role, aspiration is leading a project, the more the latter tends to ask him/herself how to master the start of the project as well as all the successive steps gearing to a successful result. There cannot be any learning, in fact it does not exist and it is impossible to teach something to an adult. Above all, this is true when the individual is not ready to participate directly in this organized process and does not intend to communicate positively nor interact with others.

Here we refer to the aspect introduced above related to the poor predictability of reality. How can the latter and the shades of gray be approached? One has to develop a strong reactive capacity, know how to handle a widespread empowerment, have a fair tolerance for errors in an organisation - which often is not taken into account. Often people are afraid of making mistakes. One has to also focus on measuring flexibility and adaptability. Indeed, all these skills are far away from actual organisational theories.

That is why managerial theories become always more obsolete and at a certain point in time they do not develop nor evolve because you cannot freeze the world in rigid and unchangeable procedures. Perhaps one could, but many opportunities would be lost. It is not all black or white, and the infinite shades of gray cannot be codified in rules and procedures but only be managed by people who have the capacity to adapt and react swiftly.

For these reasons, I envision a network structure, in which the individual with his mental capacity can cover these different gray zones not foreseen by organisations. And here, I see a great opportunity for those who reason in this way: the younger generation. Ours, which cohabits with internet, I do not say is suffering its existence, but to which we have had to adapt, is very remote from today's generation who is born and bred with internet. When we refer to young people, sadly enough, it is always to say “unemployed young people”. However, youth should really be a great opportunity to be seized by the organisations. They should not hire them to underpay them, in fact they should pay them extra because they have the capacity to cover all the gray zones where the organisations do not succeed in penetrating. That is why I see an excellent integration between more senior managerial profiles who can provide a frame to the more junior ones. Organisations need to count on them and invest in them.

In my opinion, these are the trends for the future of management education; having those structures, these links, these themes, the management of the shades of gray, an attitude of opportunity seizing and flexibility.

These are the crucial values for which management education can fulfil its role. Finally I would like to underline that the art of listening, respecting others' ideas as well as the management of the soft aspects and behaviors. We often see managers being fired usually not due to their lack of professional competencies but because they were not able to adapt to the corporate culture, or were not available or flexible enough. That is why a focus on behavioral aspects is fundamental. In the past, organisations had tutors, today, those tutors vanished and therefore someone has to take that responsibility.

**JOINT EVENTS AND SIG THEMATIC ACTIVITIES**

<http://www.euram-online.org/newsroom/events.html>

***Innovation SIG and EUROMA***

***TUM Research Excellence Award of the Peter Pribilla Foundation***

The bi-annual TUM Research Excellence Award of the Peter Pribilla Foundation honours significant scholarly contributions that advance our knowledge and understanding in the field of „Innovation und Leadership“ . Significant scholarly contributions may take the form of conceptual, theoretical, methodological or empirical developments. Emerging scholars on the level of post-doctoral researchers as well as early career academics and professors are eligible for the award.

The recipient of the TUM Research Excellence Award in Innovation & Leadership 2016 of the Peter Pribilla Foundation will

- be recognized at the 16th EURAM Conference, **June 1st - 4th 2016 in Paris, France**
- receive a prize money of **10,000 EUR** and
- have the opportunity to present his/her research in the prominent setting of the TUM Institute for Advanced Study (IAS).

Nominations as well as submissions have to be received **no later than October 31st, 2015.**



SUPPORTING A COMMUNITY OF EUROPEAN ENGAGED MANAGEMENT SCHOLARS

**Conference dates:**  
MINES ParisTech, Paris,  
France,  
9-10 November 2015

***Innovation SIG  
Innovation Theory and the  
(re)foundations of Management***

**Important Deadlines**

All submissions (full papers) are due between **15 September 2015 and 1 October 2015.**

Notification of acceptance: as of **15 October 2015**

Registration deadline for authors: **31 October 2015**

**Publication opportunities**

<http://www.euramonline.org/images/euram/Docs/CFP-InnovationSIG.pdf>

**Conference dates:**  
Nuremberg, Germany,  
3-4 December 2015

***Innovation SIG and EUROMA  
Service Innovation: Concepts, Platforms, Business  
Models  
Service Operations Management Forum International***

**Important Deadlines**

All submissions (abstracts) are due **10 October 2015.**

Discounts are foreseen for EURAM and EUROMA Members.



**Conference dates:**

University of Western Cape,  
Cape Town, South Africa,  
3-4 December 2015

***Public Management & Non-Profit Management SIG  
Is Local Always Better?  
Strengths & Limitations of Local Governance for  
Service Delivery***

**Important Deadlines**

The submission deadline for full papers is **1 October 2015**.

**Conference dates:**

ISTEC, Paris, France.  
10 December 2015

***Business for Society SIG  
Resilience, Recovery and Crisis Management:  
Challenges for  
Business and Society***

**Important Deadlines**

Full Paper Submission deadline: **21 September 2015**

For full information about the conference and to download the flyer,  
go to

<http://www.euram-online.org/development.php?page=Thematic-Conference---Business-for-Society>

**Conference dates:**

Martin-Luther University  
Halle-Wittenberg (Germany)  
24-26 February 2016

***7th EURAM Early Career Colloquium – “Winter  
Olympics”***

**“Networking (and) Methods”**

Application: Please send your CV and abstract of the paper you  
would like to develop during EECC before **December 15, 2015**  
to [sabrina.rockau@wiwi.uni-halle.de](mailto:sabrina.rockau@wiwi.uni-halle.de)



EIASM Calendar :

<http://www.eiasm.org/r/default.asp?id=EEDIIJ>

EDEN Calendar:

<http://www.eiasm.org/userfiles/eden%20calendar%202015-2016%20at%20a%20glance%20-%20cross%20disciplinary%20seminars.pdf>

***European Management Review***

To access the European Management Review Click on

<http://journals.euram->

[online.org/pw/associations/euram/euramlogin.asp?item=jrn&association\\_id=15](http://online.org/pw/associations/euram/euramlogin.asp?item=jrn&association_id=15)

**EURAM@Headquarters will give EURAM members short news about programmes and initiatives organised or followed up in our headquarters in Brussels. For any questions or to send your news for the next newsletter, contact Luisa Jaffé [luisa@eiasm.be](mailto:luisa@eiasm.be) – Executive Officer.**

***Finger Puppet Management Framework***

Dr. Steve Diasio has launched the Finger Puppet Management Framework- an innovative method to promote learning about management through design tools. The framework bridges design thinking and management for learning.

Through role play, students create a TV show that demonstrates the concepts of management. Over 500 videos have been created. Learn more at: <https://www.youtube.com/channel/UCAPbQP-BOFVekYdx7bwUgvg>

***Call for Chapters***

**Co-edited book:** Evolution of the Post-Bureaucratic Organization

**Co-editors:** Pierfranco Malizia (LUMSA), Chiara Cannavale (Napoli Pathenope University) and Fabrizio Maimone (LUMSA).

**Publisher and Book Series:** IGI Global, Advances in Human Resources Management and Organizational Development.

**Date of publishing:** 2016

**Info website:** <http://www.igi-global.com/publish/call-for-papers/call-details/1894>

**Contacts:** Maria Rosaria Nava (LUMSA), [mariarosarianava@yahoo.it](mailto:mariarosarianava@yahoo.it)

*The volume is a project of the Research Group on Post -bureaucratic Organizations at LUMSA University (Rome), led by Pierfranco Malizia.*

*We received several high quality proposals from scholars working worldwide in different academic disciplines: Management, Organizational Behaviour, HRM, Sociology, etc.*

*An extended dead line advertisement is upcoming.*

***New book on Ambulance Leadership investigates key management challenges for emergency ambulance services***

A new edited volume *“Ambulance Services: Leadership and Management Perspectives”* by Prof. Paresh Wankhade, Professor of Leadership and Management, Edge Hill University, UK and Prof. Kevin Mackway-Jones, Medical Director, North West Ambulance Service NHS Trust, UK explores the key management challenges for the ambulance services.

This is the second in a three volume series edited by Prof. Wankhade on the management of the emergency services (ambulance, fire & rescue and police) published by Springer.

This book deals with key management issues including leadership development, risk management, organisational culture and future perspectives against the ever growing demand.

**Further details at:** <http://www.springer.com/gp/book/9783319186412#aboutBook>

In January 2015, the **Interdisciplinary Institute of Innovation (i3)** formally became a research unit at the French CNRS, Hervé Dumez being its director. It brings together about 80 academics and 120 PhD students, from teams mainly in economics, sociology and management belonging to the École polytechnique, Mines ParisTech, and Telecom ParisTech. Research activities are focused on four main programmes: transformations of the innovative firm, theories of design, regulation of innovation, and uses, participation and democratization of innovation. The ambition is to become one of the leading research centers on innovation processes worldwide.

Follow upcoming conference and news: <http://www.i-3.fr/>

**Call for Papers** - Corporate Governance: An International Review invites paper submissions to a Special Issue on “**Challenges in Corporate Governance in Emerging Economies**”.

Submission deadline is September 15, 2015.

**The Call for Papers can be found at:**

[http://onlinelibrary.wiley.com/journal/10.1111/%28ISSN%291467-8683/homepage/special\\_issues.htm](http://onlinelibrary.wiley.com/journal/10.1111/%28ISSN%291467-8683/homepage/special_issues.htm).

The first round of reviews will be followed by a paper development conference that will be held at the University of Edinburgh Business School and sponsored by the Accounting and Finance Group on December 4-5, 2015 (<http://edinburghforum.weebly.com>).

**Special Issue Guest Editors:** Seth Armitage and Wenxuan Hou, University of Edinburgh Business School; Till Talaulicar, University of Erfurt; Li Jin, University of Oxford and Peking University; Subrata Sarkar, Indira Gandhi Institute of Development Research.

**Special Issue** - The *Project Management Journal* invites authors to submit papers for a **special issue focusing on an investigation of megaprojects as symbols**. Flyvbjerg identifies four causes or “sublimes” that seduce decision makers to undertake megaprojects. We would like authors to submit papers about megaprojects that can be considered as symbols in these four sublimes—political, technological, economical, and aesthetic. We also want authors to take an organizational theory perspective in their papers.

**Guest Editors:** Professor Jonas Söderlund, Department of Leadership and Organizational Behaviour, Norwegian Business School, Oslo, Norway; Professor Shankar Sankaran, Organizational Project Management, School of the Built Environment, University of Technology Sydney, Australia and Dr. Christopher Biesenthal, Senior Lecturer, Construction Project Management, School of the Built Environment, University of Technology Sydney, Australia.

[http://onlinelibrary.wiley.com/store/10.1002/\(ISSN\)1938-](http://onlinelibrary.wiley.com/store/10.1002/(ISSN)1938-9507/asset/homepages/PMJ_CfP_Megaprojects_v1.pdf?v=1&s=9fb266cdb371776dd79e49049026764a29857c41)

[9507/asset/homepages/PMJ\\_CfP\\_Megaprojects\\_v1.pdf?v=1&s=9fb266cdb371776dd79e49049026764a29857c41](http://onlinelibrary.wiley.com/store/10.1002/(ISSN)1938-9507/asset/homepages/PMJ_CfP_Megaprojects_v1.pdf?v=1&s=9fb266cdb371776dd79e49049026764a29857c41)

**SpeedUp** The objective of the project "SpeedUp" is to support and enable participating firms to reduce execution time in their projects with 30-50%. The current budget of the project is approximately 5.4 mill. EURO. The project is funded by the Norwegian research council, Project Norway, and 9 industrial partners from the public and private sectors. Aalto University (Finland), Construction Industry Institute (USA), the Norwegian University of Science and Technology (NTNU), and SINTEF (Norway) are academic partners of the project. For more information, please contact the project manager: [Agnar.Johansen@sintef.no](mailto:Agnar.Johansen@sintef.no). The project's website: <http://www.prosjektnorge.no/index.php?pageId=635> (in Norwegian). Information about publication: <http://www.prosjektnorge.no/index.php?pageId=665> (in English).





## **EURAM**

PLACE DE BROUCKERE PLEIN 31  
1000 BRUSSELS, BELGIUM

Tel: +32 2 226 66 64 Fax: +32 2 512 19 29  
<http://www.euram-online.org/>

**Luisa Jaffé** - EURAM Executive Officer

**Stefano Armenia** - EURAM Communication Officer, *"Sapienza" University of Rome*

**Eleonora Piacenza** - EURAM Website Manager, *"SYDIC - System Dynamics Italian Chapter"*