

Sumantra Ghoshal Conference

6-7 May 2007

Programme

Sunday 6 May, 2007

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| 11.30-12.30 | Registration at Sainsbury Reception (London Business School Main Reception) Bullets |
| 11.30-12.30 | Coffee at S1 Lounge |
| 12.30-13.30: | Welcome Lunch at the Dining Hall |

Conference Sessions in LT1

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| 13.30-13.45: | Welcome
Costas Markides and Yiorgos Mylonadis |
| 13.45-14.15: | Keynote Speaker
<u>Chris Bartlett</u> , Managerial Relevance and Academic Research |
| 14.15-15.45: | Session by Freek Vermeulen on the Production of Managerially Relevant Research
Presentations:
<u>Margarethe Wiersema (Rice University), Gabriel Szulanski (Insead) and Prashant Kale (University of Michigan): <i>Speaking to Managers about Rigorous Research</i></u>

This session showcases three academics in the field of (strategic) management who are currently active in publishing in top academic journals but who, concurrently, also have a proven ability to speak to managers (e.g. through practitioner publications, exceptional executive education, etc.) on broadly the same topic. The speakers will present an academic paper as well as a managerial paper (or other form of communication) specifically aimed at a practitioner audience. |
| 15.45-16.00: | Coffee Break at S1 Lounge |

16.00-17.30: **Session by Costas Markides: *The Production of Managerially Relevant Research***

Research presentations to highlight a production model which is different from the one that Freek's session is showcasing. This should allow us to have an interesting panel discussion at the end of the day.

Yves Doz (Insead)

Lynda Gratton (LBS)

Nirmalya Kumar (LBS)

Costas Markides (LBS)

17.30-17.45: Coffee Break at S1 Lounge

17.45-18.45: **Topical Panel: Varieties of Normative Scholarship**

Moderator: Yiorgos Mylonadis

This session will debate what constitutes managerially-relevant research, how academics could produce such research, the advantages and disadvantages of the different "production models" highlighted in the first two sessions of the conference, and the implications for academics that are in the early stages of their career.

Panellists:

Chris Bartlett (Harvard Business School)

Sara Rynes (University of Iowa)

Harbir Singh (The Wharton School of the University of Pennsylvania)

19.00-19.45: Drinks at the Dining Hall

19.45-22.00: Dinner at the Dining Hall

Monday 7 May, 2007

Conference Sessions in LT10

09.00-10.30: **Session by Phanish Puranam on the Production of Managerially Relevant Research**

"Organization as Strategy"

Effective organization can itself be a successful strategy, and provides a set of powerful levers for managers to influence performance. Recent years have seen a renaissance of interest in organization design, after a significant hiatus following the advances made in the 1960's and 1970's. Sumantra Ghoshal's work on the internal organization of the MNC did much to sustain and renew interest in organization design during the intervening period.

The current agenda of research in this area features an exciting set of issues that hold the promise of simultaneously advancing theory while informing practice. These include the organization (as opposed to the governance) of inter-firm relationships, the interactions between formal and informal organization, designing for dualities (such as efficiency and adaptiveness), the firm as a coordination system, and the use of formal models to derive insights about organization and performance.

The panelists will present recent research that touches on some of these themes, how these insights can influence practice, and will also discuss opportunities for deepening research in this area going forward.

Speakers:

Sendil Ethiraj (Michigan)

Robert Grant (Georgetown)

Ranjay Gulati (Kellogg)

Michael Tushman (HBS)

10.30-11.00:

Coffee Break at S1 Lounge

11.00-12.30:

Session by Michael Jacobides on the Production of Managerially Relevant Research

"Managerially Relevant Research in the Intersection of Firm and Industry Structure"

One of the areas of recent interest has been how profits shift from one part of the industry to the next, and also how firms shape the strategic dynamics in their sector. This session will feature research that has aspired to shed some light both to the theoretical / analytical issues around these evolutionary dynamics, and also has tried to provide new insights for practitioners and policy makers.

Presenters:

M.G. Jacobides: *Setting the Stage: Industry Architectures and the Shifting locus of Competitive Advantage*

Anita McGahan: *Strategy Over the Industry Life Cycles*

Ramon Casadesus-Masanell: *Co-opetion and Industry Dominance*

Kathy Eisenhardt: *Managing Firm Boundaries and Competitive Edge*

Sidney G Winter: *Promise of Managerially Relevant Research on Industry Dynamics-and Academics' Viewpoint*

12.30-13.30: Lunch in the Garden Room

13.30-15.00: **Topical Panel: The Diffusion of Managerially Relevant Research**

Moderator: Julian Birkinshaw

This session will examine the different ways that academic research gets diffused to managers, and in particular the role of different media such as books, newspapers, journals, and consultancies in facilitating the process.

Panellists:

Julian Birkinshaw (Duane Ireland, incoming editor of Academy of Management Journal)

Richard Stagg (Commissioning Editor for Financial Times Prentice Hall books)

15.00-15.30: Coffee Break at S1 Lounge

15.30-17.00: **Topical Panel: Diffusion of Managerially Relevant Research**

Moderator: Don Sull

This session will focus on managerial journals as a means to disseminate ideas to practicing executives.

Panellists:

Sarah Cliffe (Senior Editor of Harvard Business Review)

Gita Piramal (Founding Editor of Smart Manager, India's pre-eminent managerial journal)

Stuart Crainer (Editor in Chief of the Business Strategy Review)

17.00-17.15: Coffee Break at S1 Lounge

17.15-18.30: **Topical Panel: The Consumption of Managerially Relevant Research by Managers**

Moderators: Julian Birkinshaw and Don Sull

In this final session we will hear the point of view of senior business executives – what sort of academic research they are attracted to, how they access it, where they get their new ideas from, and the roles that academics play in helping them address their business challenges.

Presenters:

Nick Allen (Chief Executive of Unilever Ventures)

Leo Roodhart (Corporate Director of Shell Gamechanger)

19.00: Bus departs for downtown London for dinner

19.30-23.00: Dinner in downtown restaurant, The Crypt