



# Critical Management Studies Division

Academy of Management

## QUARTERLY NEWSLETTER DECEMBER 2018

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- 2** From Your Newsletter Editor
- 4** Save the Dates!
- 5** Let's Talk About Solutions: Research Agendas and Academic Success
- 6** Call for Papers and Reviewers for the 2019 AOM Meeting in Boston
- 8** Professional Development Workshop Program: Call for Proposals, 2019
- 10** Diversity & Inclusion Theme Committee (D&ITC): Call for Proposals, Professional Development Workshop Program, 2019
- 12** Best Critical Doctoral Dissertation/Thesis Award, 2019
- 13** Dark Side XVIII: AOM CMS Division's Case Writing Competition
- 16** GOOTH Chicago 2018: The Haymarket Affair
- 19** International Doctoral Consortium 2019
- 21** Spotlight on Marie Hasbi
- 23** Division Elections 2019 — Advance Notice



## From Your Newsletter Editor

Eda Ulus, University of Leicester, UK

It is with trepidation that I type my first piece as Newsletter Editor of the Critical Management Studies (CMS) Division of the Academy of Management (AOM), hoping that I can put together some words and sentences of use in discussing the theme of Inclusion – reflected in the 2019 August Conference Theme of the AOM, and a word that I've realised elicits varied responses and meanings for individuals.

My first experience with this Division was in 2014 in Philadelphia, Pennsylvania, my state of birth in the USA. At a time of transition and struggle, I was curious to attend my first Academy and learn what the CMS Division may be like. It was a transformative experience. For instance, I met Dr. Ajnesh Prasad, keen to learn more about his interests in psychoanalytic and postcolonial theories, and I was moved by his openness, support of my ideas, and concern for doctoral students and new scholars to CMS. The warm welcomes from Division colleagues, among them Professor Banu Özkazanç-Pan and Professor Gavin Jack, and the incredible range of papers accepted by the Division on marginalised experiences and global concerns, supporting a diversity of theoretical approaches, communicated a charged investment in dynamics of inclusion. The atmosphere was of curiosity and constructive input, which I have encountered in subsequent meetings and exchanges. These gestures to learn and

understand, to be collaborative rather than to dictate, were also reflected for me in the outreach of the Division following the travel ban, asking members for their views.

For inspiration, I continue reflecting on inclusion by referring to the last [column](#) of our previous Newsletter Editor, Dr. Nadia deGama, highlighting the acts of inclusion and welcome to which she and the Executive have been invested, and how they continue to give their time to help people belong. Dr. deGama [reflects](#),

*'I have learnt that academic service can be an undervalued, time-consuming, thankless job, but it is also highly rewarding. I hope to continue to "give back" to the academic community and provide support and guidance, especially to our doctoral students and early career researchers, as I know how important this is when navigating the challenging, messy and sometimes ugly landscape of academe.'*

I endeavour to learn from Dr. deGama's admirable, inspiring efforts, encouraging students and academics at early stages to reach out to us, doing what we can to support their work, for instance with pictures and/or news of experiences and journeys – please do contact [e.ulus@leicester.ac.uk](mailto:e.ulus@leicester.ac.uk) for being featured in this newsletter. If preferred, this news can also be shared on [social media](#), through the wonder-

ful work of our Social Media and Website Editor Marie Hasbi, following on from the fantastic work and guidance of Dr. Patrizia Hoyer.

Academia can be an ugly landscape indeed, and being critical to me means critically-reflecting about our own practices of excluding and including. Dr. deGama potently expresses these [concerns](#):

*'Despite the importance our Division affords to issues of power and challenging oppression in our scholarly work, these issues sometimes get forgotten in our day-to-day encounters with one another. These micro-aggressions – some overt in the form of name calling and shaming, some more insidious, tucked away in the underbelly of our community – often times result not only in its victims feeling marginalized, alienated or excluded but also weakens the solidarity of our Division.'*

*It is through these experiences that I have learnt of the extreme importance of fostering an ethic of care within our community – one which is based on trusting and respectful collegiate relations and a genuine concern for others' well-being.'*

I feel inclusion as an ongoing process, shifting, contextual. It is fragile – yet can be cultivated with this commitment to safety, care, well-being – a landscape we can attempt to create and re-create of beauty, a landscape with no place for violence of any kind.

It is hard work, and can be complex and messy. It is something to which we can continue to endeavour, to grasp, to reach.  
Offering, and experiencing, a sense, a feeling of being included – or, if different language other than inclusion is preferred -  
A feeling of belonging, of not being rejected, of feeling welcome,  
Dare I say – of feeling loved.

I would like to close, and open up, with these creative arts expressions on contrasting themes of belonging and isolation:

You saw my colour,  
You saw what was there on the surface and you made assumptions.  
Everyone always does.  
We come to this country so filled with hope  
So grateful for the potential...

You migrated here too.  
You see what people here do not see  
See the loneliness.  
The isolation...  
What it is like to try and fit here.  
How hard it is,  
Just to be...

*River* (2015), BBC Series

Self-guided tours in unloved spaces,  
exhaling chill of the timeless order.  
Makeithappen. Exciting. Excel. End  
of history blowing cold in the air.  
Synthetic plants in plastic pots,  
in the corner  
a plasma TV, hectic, by itself.  
Folders scattered like petals.  
Welcome,  
we are delighted that you  
have chosen us.

*Professor Monika Kostera*  
(Stockton, 2016)

# Save the Dates!

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Here are key dates for the upcoming Annual Meeting of the Academy of Management, taking place on August 9-13, 2019 in Boston, Massachusetts, USA.

Professional Development Workshops begin on Friday, 9 August – see [here](#) for a summary of what takes place on each day throughout the meeting. **Deadline for ALL Submissions: January 15, 2019 at 5:00 PM ET (Eastern Time)**

## **Please Sign up as a Reviewer!**

The CMS Division benefits from the reviewing of the community and has been immensely grateful for helping us to provide feedback for all conference submissions. Please do sign up as a reviewer, and it can be a rewarding experience. The CMS Division also provides an award each year to recognise a reviewer(s) for developmental contributions. We thank you in advance for helping to shape the knowledge shared in the community!

You can sign up [here](#) and learn more about the Reviewing process [here](#), with points about Reviewer [guidelines](#) such as providing constructive comments.

## **We look forward in 2019 August to recognizing the following from submissions to our Division!**

- Best Developmental Reviewer
- Best Doctoral Student Critical Paper
- Best Critical Doctoral Dissertation/Thesis
- Best Critical Paper
- Best Critical International Business Paper
- Best Critical Management Learning and Education Paper
- Best Critical Business Ethics Paper
- Best Critical Qualitative Research in Organizations and Management Paper
- Best Dark Side Case Study



## Let's Talk About Solutions:

Do not allow economic disparities to dictate research agendas and academic success

Arturo E. Osorio, Rutgers Business School-Newark and New Brunswick, USA – CMS Division Treasurer

**T**he CMS Division is home to critical innovative thinking and non-traditional scholarship. We are also a collegial division where everyone who shares our way of thinking is welcome and has a voice. We truly engage in our own governance; our members participate in the division's elections at rates greater than the Academy at large. Despite our moderate size for AOM standards (we fluctuate around 750 members), we are not provincial in our thinking. We are the division with the largest global footprint at the Academy, we are known for innovative research agendas (we are "critical" after all), and we bring an ethos of social awareness to AOM – for example, we were instrumental in changing policies at the AOM when the travel ban took place.

**Yet, our critical thinking, collegiality, diversity, and global engagement come with unintended consequences.**

In our last 5-years review, we learned that more than half of our members cannot participate in the Academy, or any other academic traveling because their home institutions do not provide them with enough economic support, and they cannot afford it on their own. Anecdotal evidence from critters and other non-critters at the Academy suggests that growing economic disparities are forcing scholars to make hard choices

about their research paths and academic engagements. Funding availability is dictating, to some extent at least, our global engagement, our research agenda, and the breadth of our collaborations. Ph.D. students, new scholars, and established scholars are all vulnerable when there is a budget cut, or a national crisis drops their currency. Innovative research gets pushed to the back seat in favour of "fundable" (i.e., mainstream) views.

**We are critters - we can start to fix this.**

Collectively we can start to solve this inequity and change the discourse. When institutions fail, it is up to us to help each other to bring change. For example, can we "Crowd Fund" critical thinking? This support can come from many sources. It can come from our home institutions in the form of formal donations or sponsorships to our events. It can come in the form of naming rights to scholar awards that recognize innovative research. It can be traveling scholarships to winners of best papers. It might even be from our personal contributions. It can be from anonymous donations or support from scholar-mentors. If all critters were to contribute to a collective CMS fund, we could potentially create scholarships, traveling funds, and research funding opportunities for all of our members who may need it. If you can imagine a

possibility, we will try and help you to make it real.

**It is up to us to be the change that we advocate for as critical scholars.**

In a world of divisiveness (e.g., alt-right, extremisms, nationalistic agendas) we, the global critters, can be the academic exemplar. The Division is ready to act and channel your help and efforts. Are you ready to take action?

If you are ready to find out more about how to channel institutional contributions (e.g., sponsorships, donations), donate money (e.g., personal funds), or other creative ways of funding, please let me know. We need creative ways of thinking to change the world. We need to bring everyone into the global conversation. We cannot let funding be a roadblock to our collegiality. Please contact me, Division Treasurer at [osorio@business.rutgers.edu](mailto:osorio@business.rutgers.edu) - let's talk solutions.



## Call for Papers and Reviewers for the 2019 AOM Meeting in Boston



**Patrizia Zanoni**, Main Scholarly Program Co-Chair, Hasselt University, Belgium, and Utrecht University, the Netherlands

**Marcos Barros**, Main Scholarly Program Co-Chair, Grenoble École de Management, France

**W**e invite submissions falling within the scope of the CMS Division's [domain statement](#) for the scholarly program at the 2019 Academy of Management meeting in Boston.

The CMS Division provides a forum for sharing research that is critical of established mainstream management practice and the taken-for-granted socio-economic orders informing organizations and society at large, and that has the ambition to foster social change towards equality. Our premise is that structural features of contemporary societies encourage organizations – and those that lead and inhabit them – to dominate and exploit. Approaches to understanding and challenging these structures and dynamics draw on a wide range of critical theories including feminist, postcolonial, labor process, Marxist and post-Marxist, political, post-structuralist, postmodern, psychoanalytic, critical discourse analysis, as well as other approaches. Illustrative topics include control and resistance, discourse, identity and subjectivity; economic inequality; social change and social movements; capitalism and oppression; alternative economic and organizational forms; power elites; neoliberalism and organization; embodiment, affect and ethics;

global migrations, inequality and capitalism; ecology and capitalism; power, gender and diversity; and critical histories of management thought.

As critical management scholars, the theme of the 2019 meeting, [“Understanding the inclusive organization”](#) resonates with us deeply. The dynamics of exclusion and the possibility of alternative, inclusive modalities of organization and organizing have been from the very beginning at the very heart of our community, around issues of power, politics, diversity and inclusion, and voice and representation among many other dimensions. In considering the multifarious ways in which CMS scholars can engage with the 2019 AOM theme of inclusion, we invite questions such as the following, while remaining open to other possibilities:

- How can critical theories help gain understanding of the mechanisms of organizational inclusion and exclusion?
- What roles do intersecting socio-demographic identities play in the dynamics of individuals' and groups' exclusion from organizations and organizing processes, marginalization within organizations, modalities of control, and the reproduction of unequal power relations?

- What are the theoretical and political implications of the conceptual shifts from the notion of equal opportunities to diversity and today to inclusion? What geographic variations are there in these diversity debates and developments? What kinds of subject positions does the discourse of inclusion perform?
- How does power inform the notion of inclusion? How can critical theories help to politicize the notion of inclusion? How do we avoid the risk of unequal inclusion?
- On what conditions are workers included in transnational value chains and global capitalism?
- What do inclusive organizations and labor markets look like? How do policies fostering them look like?
- What can inclusion mean in increasingly fragmented organizations and precarious employment relations?
- How do established and emergent technologies foster inclusion or exclusion in organizations and work? Who gets to be included and excluded? What are other material practices of inclusion and exclusion?
- Which narratives of belonging are promoted by contemporary organizations, and how do they include some and exclude others? How do

neoliberal discourses of work, employment and entrepreneurship include or exclude specific subjects? How do past and current conservative, populist and xenophobic political discourses affect the organization of society and organizations' exclusionary practices?

- How is inclusion negotiated in organizations and by whom? How can inclusion and exclusion be mobilized to advance claims of recognition, redistribution, and representation?
- What are the affective modalities of inclusion and exclusion in organizations?
- How can exclusion be leveraged to foster radical forms of resistance? And conversely, how can inclusion be leveraged to foster collective alternatives?
- How are our own professional practices as scholars, teachers, activists, managers exclusive or inclusive? And perhaps more fundamentally:
- Should we, as critical scholars, strive for inclusion into capitalist organiza-

tions? If so, on which conditions?

All of the above, and much more, provide rich topics for critical inquiry.

Scholarly papers (theoretical and empirical) and symposium proposals that address the conference theme are particularly welcomed. Papers and symposium proposals not directly engaging with the conference theme are also invited, as long as they relate to the CMS domain and advance scholarship within the Academy. In addition, we encourage submissions that cross division and interest group boundaries to engage members from across the Academy; in particular, we encourage symposium proposals with multiple division co-sponsors.

If you would like to discuss a potential submission, especially for a symposium, **you are invited to email us ([zanonibarros@cms@gmail.com](mailto:zanonibarros@cms@gmail.com)) before December 15, 2018 with your ideas.** The Submission System is now open, and the submission deadline is [January 15, 2019 at 5:00pm ET \(NY Time\)](#).

## **CALL FOR REVIEWERS: OUR COMMUNITY NEEDS YOU!**

The quality of our Division's scholarly program very much depends on your willingness to sign up to review the submissions to the CMS Division main program. Even if you are not intending to submit or attend, we encourage you to sign up as a reviewer and help us put together a great program!

Our strength as a community comes from as many members as possible participating as fully as possible to lighten the load for everyone. The Division recognizes the valuable role played by reviewers through its award for Best Developmental Reviewer. You can sign up now to review at <http://review.aom.org>. The review period is from 25 January 2019 to 14 February 2019.



# Professional Development Workshop Program:

Call for Proposals 2019



Co-Chairs: **Fernanda Sauerbronn**, UFRJ-Brazil, and **Amon Barros**, FGV/EAESP-Brazil

E-mail: [fernanda.amon.cms@gmail.com](mailto:fernanda.amon.cms@gmail.com)

The Critical Management Studies (CMS) division welcomes proposals for the 2019 Academy of Management (AOM) annual meeting in Boston, Massachusetts. Professional Development Workshops (PDW) are unique spaces in which participants can share their expertise and engage inclusively and provocatively with the audience. PDW proposals may be related to the general meeting theme and/or with topics and concerns of interest to our members, to like-minded practitioners, and to members of other Divisions (offering possibilities for co-sponsorship). PDW also afford spaces to explore and experiment, in addition to building on formats that have worked over the years, to question the status quo and propose alternative ways of seeing and doing organization and organizational life. They also offer possibilities to partner and collaborate with local groups and organizations to develop proposals that could be delivered off-site.

PDW Proposals that are consistent with the domain of CMS and address such topics as the following (non-exhaustive list) will be welcome:

- **Engaging the 2019 meeting theme**, “Understanding the Inclusive Organization”: the theme for the overall meeting seeks to understand the inclusive organization and is an opportunity for CMS

members to explore the meanings of inclusiveness radically.

- o **Decentering the Inclusive Organization in a Context of Exclusion and Inequality:**

We would like to invite the community to reflect on organizational exclusion and how they relate to inequalities that build hierarchies in society. We call for PDW proposals that explore the dialogical relationship inclusion-exclusion to critically advance our knowledge on inclusiveness that goes beyond organizations and hierarchies. It would be interesting to bring on debates that would help to advance our understanding of how organizations operate to reproduce, reinforce, reinvent or overcome exclusion and inequality to build pluralistic inclusiveness.

- o **Rethinking the Inclusive Organization and the Structures of Domination:**

There are various challenges for organizations to include the diversity engendered by humanity. Currently, nativism and racism are increasingly (re)shaping identity politics and inclusiveness. Organizations are challenged to deal with inclusiveness in macro-structural terms since the aftermath of 2008-2009 economic meltdown and the

ongoing humanitarian crisis. This trend raises the necessity to understand and discuss not only diversity but also difference in organizations. We call proposals that draw attention to power structures that interrogate inclusiveness in the contexts of neoliberal capitalism.

- o **Theorizing Resistance and the (not so) Inclusive Organization:**

Inclusiveness is an agenda that transcends critical approaches. Sometimes inclusiveness is being used to sustain the status quo in and around organizational phenomena. It is important to challenge some approaches towards inclusiveness because they reproduce power relations. However, various social movements tend to reshape the political life and aim to influence organizations on topics such as class, gender, religion, race, ethnicity, whiteness, hegemony, authority, among others. Therefore, we ask how individuals and groups are organizing against powerful organizations in an atmosphere where traditional working-class organizations have been under attack. We call proposals aiming for alternative ways to theorize resistance and communicate it.



• **Critical Scholarship and Research:**

Proposals here could deal with alternative ways of presenting research to connect with broader audiences, such as documentary making, opinion pieces, case writing, digital storytelling, artistic and creative endeavors, etc., as well as new and emerging methods for collecting and analyzing data. Proposals can also address issues of performativity, reflexivity, voice, representation, and praxis as they relate to epistemological and methodological concerns in the field. These approaches can inform ways to think about scholarship and social change in the spirit of critical management thought and practice.

• **Teaching from a Critical Perspective:**

Imaginative PDWs for critical teaching practice are related to alternative paths to organize this practice, aiming to create critical, inclusive and collaborative spaces based on active engagement. The CMS community welcomes possibilities to embrace discussions challenging the status quo and encourage other ways of seeing and doing our classroom practices aligned to our critical scholarly ethos. We are also

interested in going beyond our critical literature to inform the possibilities for social change that can be enacted through curriculum, ideologies, and engagement as educators. Going further, our community is particularly interested in forms of individual or collective engagement that could reimagine the role of business schools and business education in a critical and transmodern approach.

The above is a mere guide. We welcome creative formats, offsite activities, and imaginative proposals that address other issues, as long as they are consistent with the CMS domain.

The CMS PDW Program also incorporates the **Doctoral and Early Career Consortia**. Doctoral candidates or early career faculty are very much welcomed to engage with more experienced colleagues in small groups and one-on-one and focus on critical research, teaching, and career development. Please encourage doctoral candidates and early career faculty to get involved in the consortia.

In the process of developing a proposal, we encourage the reading of the [PDW Guidelines for Submission](#), along

with [A Guide for Creating and Managing a Good Professional Development Workshop](#). Besides, in a spirit of building connections across the AOM, please briefly indicate how the developing proposal may be of interest to the members of up to three other divisions.

By all means, contact us to discuss any proposal ideas, but do so before December 14, 2018, so we have time to interact before the full development of the proposal. All proposals will be subject to a peer review process. The submission website is now open, and the deadline for receipt of proposals is Tuesday, January 15, 2019, at 5:00 PM ET, through the [AOM submission website](#).



## Diversity & Inclusion Theme Committee (D&ITC)

Call for Proposals: Professional Development Workshop Program, AOM Meeting, Boston 2019



**Banu Özkazanç-Pan**, Co-Chair of D&ITC, University of Massachusetts, Boston, USA

**Paul Donnelly**, Co-Chair of D&ITC, Dublin Institute of Technology, Ireland

**T**he mission of the Diversity and Inclusion Theme Committee (D&ITC) is to provide learning and outreach opportunities for Academy members that foster a more diverse and inclusive AOM community. The Committee's work is guided by the following core values and principles: 1) Diversity is all of the multiple lines of difference that characterize our current and future membership; 2) Inclusion means that all members have the opportunity to be involved and participate, to have their voices heard and valued, and to have influence on the AOM; 3) We facilitate and champion AOM members' full participation in the activities and decision-making of the Academy; 4) The growth and success of the AOM are dependent upon having a globally diverse perspective and broadening the scope and impact of our field; and 5) the AOM will be strengthened and improved to the degree that we incorporate the knowledge and perspectives of its diverse membership and constituents.

The D&ITC welcomes proposals for its PDW program at the Academy's 2019 meeting in Boston, MA. The meeting theme, Understanding the Inclusive Organization, reminds us that organizations encompass whole individuals inclusive of

differences in cognitive, linguistic, ideological, economic, and other diversity dimensions. Inclusive organizations value and support the full-participation of all individuals by being intentional about diversity, group membership and status. Despite this, our knowledge of inclusive policies and practices is emergent, so much so that the creation, operation and consequence of inclusive organizations remains elusive. In such light, possible questions to be explored in the PDW program, related to the meeting theme and D&ITC's mission include (but are not limited to):

- Are there critical perspectives on organizational inclusiveness that can inform AOM's inclusiveness? How might different critical perspectives inform the conceptualization of, and practices around, diversity and inclusiveness for AOM?
- Do the meaning and import of diversity and inclusion differ across AOM divisions, groups, committees, journals and publications, and affiliated and associated societies? If so, with what consequence?
- How does AOM's structure, culture and/or identity contribute to, or detract from, inclusiveness? What would

an inclusive structure, culture and identity look like for AOM? And how would such a structure, culture and identity be given effect in practice?

- What can AOM learn from extant scholarship on inclusiveness? How can we translate such learning into policies and practices to develop a more inclusive AOM?
- What does inclusiveness entail as a practical matter? What is inclusive practice in the context of AOM?
- What does inclusiveness look like in AOM members' different geographic and cultural contexts? With what consequence for AOM?
- What does inclusiveness look like for AOM members outside the confines of the annual AOM meeting? With what consequence for AOM?
- What does it mean to be an inclusive organization? What are the characteristics of an inclusive organization? How does AOM match up?
- What practices, policies and/or data can help drive the empowerment and contributions of all AOM members?

The above are a non-exhaustive guide. Indeed, we very much welcome proposals that address other issues —as long as

they are consistent with the D&ITC's mission, values and principles— such as:

- Ways to understand current levels of inclusion and ways to enhance inclusion in the AOM, to include understanding what might be keeping those who are not AOM members, but could be, from joining.
- Enhancing member knowledge and skills pertaining to diversity and inclusion, in their multi-faceted forms and manifestations, to inspire behavior that enhances all members' felt inclusion at AOM meetings and related activities.
- Helping AOM leaders serve the diversity of member needs and backgrounds and foster more inclusion across multiple lines of diversity.
- Providing opportunities for positive and developmental interactions among members of AOM including making those with diverse backgrounds feel that they belong,

- Proposing new and creative ways of organizing the AOM towards enhanced inclusion.

PDWs present opportunities to engage critically, creatively, developmentally, interactively, inclusively and provocatively with the meeting theme and/or with topics/concerns of interest to the D&ITC's mandate. They afford spaces to explore and experiment with new workshops, in addition to building on formats that have worked over the years, in ways that support and bring life to the D&ITC's values and principles.

In the process of developing your proposal, we encourage you to think about [five questions as they pertain to a Professional Development Workshop](#), along with suggestions in [A Guide for Creating and Managing a Good Professional Development Workshop](#).

Within your proposal, we ask you to address how you will disseminate word about your PDW, and encourage atten-

dance, participation, and engagement. Also, in a spirit of building connections across the Academy, we ask you to identify opportunities for co-sponsorship with other divisions/interest groups through briefly indicating how your proposal may be of interest to the members of up to three divisions and/or groups.

By all means, contact both of us ([banu.ozkazanc-pan@umb.edu](mailto:banu.ozkazanc-pan@umb.edu) and [paul.donnelly@dit.ie](mailto:paul.donnelly@dit.ie)) to discuss ideas you may have for a proposal, but please do so before December 15, 2018, so we have time to work with you and you have time to then develop your proposal. All proposals will be subject to a peer review process. The [submission website](#) is now open, and the deadline for receipt of proposals is Tuesday, January 15, 2019, at 5pm ET (NY Time), through the Academy's submission website.



## 2019 Best Critical Doctoral Dissertation/Thesis Award

**Stephen Cummings**, Division Chair Elect, Victoria University, New Zealand

**Ajnesh Prasad**, Division Chair Elect, Royal Roads University, Canada; Tecnológico de Monterrey, Mexico



**W**ill you, or one of your doctoral students, have completed a doctoral dissertation/thesis in the period 1 April 2018 to 31 March 2019?

Does the dissertation/thesis fall within the scope of our Division's [domain statement](#)?

If you have answered YES to both of these questions, we want to hear from you.

The Division is inviting submissions for the 2019 Best Critical Doctoral Dissertation/Thesis Award, which is sponsored by the journal *Organization*. Submitters must have completed a critical Ph.D. dissertation/thesis in the period 1 April 2018 to 31 March 2019 and successfully completed the formal examination process required to pass, including a viva voce/defense and revisions, if applicable.

### WHAT IS 'CRITICAL'?

The CMS Division serves as a forum within the Academy of Management for the expression of views critical of established management ideologies and practices, the taken-for-granted social or economic orders surrounding organization and business, and mainstream management theorizing/ theories. Our premise is that structural features of contemporary society encourage organizations and their managers towards domination and exploitation. Driven by a shared desire to change this situation,

we aim in our research, teaching, and practice to develop critical interpretations of management and society and to generate radical alternatives.

Sample topics include, but are not limited to: critical analyses of discourses of management and management development; feminist critiques; critical assessments of emerging alternative forms of organization; critical epistemologies and methodologies; critical perspectives on business strategy; critical perspectives on class, gender, race, and sexuality; critical perspectives on globalization, entrepreneurship, technological innovation, e-working, management consulting practices; critical perspectives on the profit-imperative and the natural environment; critical theories of identity, affectivity, rationality, and subjectivity; critical theories of resistance to managerial authority; critical theories of the nature of managerial authority; critiques of managerialist theories of management and organization; critiques of political economy; postcolonial critiques of organizations and management. For more information about the Division see <http://cms.aom.org>.

### SUBMISSION PROCESS

Submissions must comprise four documents: 1) A title page and abstract with complete author identification and contact information. 2) An abridged version of the dissertation without author

identification, which will be sent to reviewers. This should include the title, abstract, and a summary of each chapter of the dissertation/thesis (max. 30 pages, double-spaced, 12 point font, including any charts, tables and references). 3) A one page signed supporting letter from the dissertation chair or lead supervisor to certify the completion date of the dissertation/thesis and recommend its submission for this award. 4) Details of everyone involved in the examination process (so that examiners can be excluded from the review process), along with the names and email addresses of four other scholars with expertise in the area of the doctorate, who may be appropriate as reviewers.

Submissions, which should be sent as PDF email attachments to the Division Chair Elects, Ajnesh Prasad ([ajnesh.prasad@yahoo.ca](mailto:ajnesh.prasad@yahoo.ca)) AND Stephen Cummings ([stephen.cummings@vuw.ac.nz](mailto:stephen.cummings@vuw.ac.nz)), must be received by 1 April 2019. Submitters will be informed of the outcome by 31 May 2019. The award will be presented at the CMS Division business meeting at the Academy of Management Annual Meeting, 9-13 August 2019, Boston, Massachusetts, USA. The winner receives a prize sponsored by *Organization* and a two-year subscription to the journal provided by SAGE. Previous winners of the competition are featured [here](#).



## Dark Side XVIII:

### AOM CMS Division's Case Writing Competition

Virpi Malin, Representative-at-Large (Membership and Outreach), Jyväskylä University School of Business and Economics, Finland

**Deadline for Submissions Tuesday, January 15, 2019, at 5:00 PM ET (New York time),  
via the AOM submission system.**

The Critical Management Studies (CMS) Division of the Academy of Management (AOM) is pleased to sponsor the Dark Side XVIII Case-Writing Competition. Now in its eighteenth year, the Dark Side Case Competition is designed to encourage and acknowledge the development of cases that provoke reflection and debate on the "dark side" of contemporary organizations in neoliberal times. Unlike mainstream cases, critical cases constitute a fundamental challenge and radical alternative to mainstream corporate and management conceptual frames, mental models, values, paradigms, practices, processes and systems. The competition is co-sponsored by the Sobey School of Business - St Mary's University of Halifax and Routledge. The award to the best case is a recognition certificate and a credit of US \$200 on Routledge books.

#### **RATIONALE:**

Business and management school case libraries are almost exclusively devoted to "best-practice" cases profiling business decisions faced by what are generally considered to be well-managed firms. The cupboard is relatively bare when instructors look

for cases on the more typical, merely average firm, or on really scandalously bad practices, or on the sometimes bad consequences of much-praised practices. We challenge this "bright side" bias for several reasons:

- "Dark side" cases can tell us a great deal about weaknesses of the broader system of business and of our society;
- There are a large number of organizations that do very well for one set of stakeholders (e.g., owners) at great expense to other stakeholders (e.g., workers or local communities); and
- Our students deserve materials that prompt them to think through the scope of feasible and appropriate action if they happen to find themselves confronted with such practices.

Contrary to dominant pedagogical and case writing imperatives, critical management scholars believe that teaching cases should provide a dimension of critical evaluation of business practices through the exploration of a wide range of perspectives that extend beyond the views and interests of management and

ownership, and beyond the isolated goal of profit generation. Critical cases are an opportunity for students to challenge and improve upon mainstream objectives of contemporary capitalism rather than just reproduce them.

#### **TOPICS & CRITERIA:**

Submissions to the Dark Side Case Competition are invited from *within and outside academia*: faculty, students, those working in industry, activists, or anyone else who has experience or research to write up. We are looking for **teaching cases** – not research papers about case studies or otherwise. Our goal is to encourage the development of first-rate classroom materials that generate discussion around "dark side" issues in the context of contemporary capitalism and management theorization. Our goal is also to force the case method to be more than a narrow, instrumental managerial perspective, nourishing the exposure of students to critical reflections on management and organizations theories and practices.

We encourage submissions **examining a range of organizational and social issues** including, but not limited to:

- Cases focused on labor relations – instructors in this area are especially eager to see cases that raise issues about the difficulties that workers encounter in organizing unions and otherwise expressing voice at work
- Cases focused on environmentally harmful practices – we need to understand better the factors that entice firms to pollute, and how these conditions might be changed
- Cases that explore issues of gender, race, religion, and class, and the deep structures of power that marginalize, oppress and silence individuals and groups
- Cases that deal with more systemic issues that are affected directly and indirectly by organizations, including rising social, economic and development inequalities inside and between countries, like unfolding of colonialist interventions, tax evasion strategies, increasing corruption, and immigration and refugees crises
- Cases that articulate real-world effects of the assumptions, values, and theoretical and organizational systems of our current capitalist paradigm and offer alternative ways of seeing and being (for example, based on indigenous, spiritual, human rights, or other perspectives),
- Cases that examine “other” forms of organizations, motivated by diverse values and ways of knowing and thinking
- Cases that examine the paradox of technology as an element of our environment that enables and constrains individuals
- Cases that address aspects of the

current year’s AOM overall theme are particularly welcome. In 2019, the AOM’s theme of “Understanding the Inclusive Organization” can be particularly relevant for those with a critical perspective. For more on the theme see: <http://aom.org/annualmeeting/theme/>.

We would like also to encourage participants to use innovative formats in their teaching cases, such as **ROLE PLAY, VIDEOS** etc.

If cases have previously been presented in a public forum such as online case collections, submissions should list these fora and provide a link to any online resource. While we believe that cases are different from scholarly papers and benefit from development through iteration, we are looking for innovation in both content and approach.

**The award selection criteria include:**

- The relevance of the issues raised from a critical standpoint;
- The use of a strong critical theoretical background which provides an alternative to mainstream management analyses;
- The quality of the underlying research- we encourage solid background research consistent with the nature and purpose of the case;
- The quality of the presentation (including clarity of the writing; organization, appropriate use of exhibits, tables, appendices, etc.);
- The originality of the pedagogical supports (videos, visual arts, or poetry for example);

- The quality and utility of the accompanying teaching notes (guidelines follow);
- All submissions should include **a teaching note**, which should include:
  - A synopsis of the case;
  - A statement describing how/why the case is a critical case;
  - A brief description of the research behind the case;
  - Suggested courses including course level (undergrad/graduate) and course type (Policy, OB (Organisational Behaviour), OT (Organisation Theory), MIS (Management Information Systems), Labor Relations, etc.);
- A clear connection to a critical theoretical framework and a strong academic literature to analyze the case;
- A guide of questions that make explicit the issues raised by the case and the importance of these issues from a critical perspective. Suggested answers should be included, and the answers to the guide questions should draw out managerial and organizational implications of the situation and of the recommended plan(s) of action, as well as generating some discussion on how the case relates to relevant theories;
- A suggested teaching plan (including practical issues like organizing the size of class and time allocation);
- Reference list of related readings and data sources;
- A case update, if available.

**Please note that the “Best Case award” will go to the Best Case Study – not to the worst offender!** The results of the previous years of the competition are posted at the CMS [website](#) and also available at the Dark Side Case Book Series published by Greenleaf (2009; 2013) and Routledge (2018).

#### **PRACTICALITIES OF SUBMISSION:**

The Dark Side Competition forms part of the CMS Division’s Scholarly Program. Participants must:

- submit their case as a ‘PAPER’ via the AOM submission system, following the main program deadline.
- The first three words of the PAPER TITLE must be ‘DARK SIDE CASE:’ – followed by the title of the case study.
- DO NOT include any IDENTIFYING INFORMATION and contact details on the case pdf file to be submitted in the system.

Entries to the competition will be reviewed by an international panel of reviewers and, based on the reviews, the competition organizers will select up to 5 finalist cases to be presented at the AOM 2019 Meeting in Boston. Entries to the competition will be judged entirely on the *written* material provided by authors. The presentations at the paper session will not form part of the competition process but will allow the case writers the opportunity to discuss, refine and develop their cases for future publishing outlets.

Authors of the finalist cases will present them at the Dark Side Case Session in the 2019 CMS Division’s main scholarly program and also at the CMS Business Meeting, in Boston, USA. From the finalists, one entry will be selected for the “Best Case Award.”

Please be aware that SUBMITTING a case to the competition constitutes a COMMITMENT to ATTEND AOM 2019

Conference to PRESENT at the Dark Side Session AND that such participation will not break the rule of 3+3 from the conference requirements (see [here](#) for details.)

The award to the best case is a recognition certificate to authors and a credit of US\$200 on Routledge books. All finalist cases will receive recognition certificates. Winners and finalists may even have the opportunity to publish the case in a potential new edition of the Dark Side book series in the coming years.

Inquiries should be addressed to the 2019’s competition organizer, Dr. Virpi Malin at [virpi.malin@jyu.fi](mailto:virpi.malin@jyu.fi).

# GOOTH Chicago:

## The Haymarket Affair

**Paul Donnelly**, Past Division Co-Chair, Dublin Institute of Technology, Ireland

**Banu Özkazanç-Pan**, Past Division Co-Chair, University of Massachusetts Boston, USA

**Arturo E. Osorio**, Rutgers Business School-Newark and New Brunswick, USA – CMS Division Treasurer

**Sinéad Ruane**, Central Connecticut State University, USA

**Sharon Feeney**, Dublin Institute of Technology, Ireland

**Rafael Burgos-Mirabal**, University of Massachusetts Amherst, USA

**T**en years on from when Getting out of the Hotels (GOOTH) started, we were back in Chicago in August 2018. Having reached out to a number of local community organizations, we settled on doing the Illinois Labor History Society's (ILHS) Haymarket Tour to get us out of the hotels.

Given the weather on the day—it was hot!—we opted to gather in the shade of Millennium Park for a talk, infused with performances of labor folk songs, on: Chicago's rich labor history; the origins of international labor day; the role of women, including the significant role Black women played in the labor rights movement; and how the ILHS works with international groups to keep that history alive. The folk songs brought historical context to our conversation, as we were reminded that, in the early days of the labor movement, literacy was not common, such that folk songs were the means through which to share news and ideas.

To give you a sense of some of what we learned, we thought it best to let Professor William Adelmam (Institute of Labor and Industrial Relations, University of Illinois-Chicago, and Founder and Vice President of the ILHS) tell the story of the Haymarket Affair in his own words. The text that follows was published in the ILHS' *The Day Will Come: Honor-*

*ing Our Working Class Heroes* (2011), a copy of which was provided to all 34 GOOTH participants:

*No single event has influenced the history of labor in Illinois, the United States, and even the world, more than the Chicago Haymarket Affair. It began with a rally on May 4, 1886, but the con-*

*for the eight-hour day. This wasn't a particularly radical idea since both Illinois workers and federal employees were supposed to have been covered by an eight-hour day law since 1867. The problem was that the federal government failed to enforce its own law, and, in Illinois, employers forced workers to sign waivers of the law as a*



*sequences are still being felt today. Although the rally is included in US history textbooks, very few present the event accurately or point out its significance.*

*To understand what happened at Haymarket, it is necessary to go back to the summer of 1884 when the Federation of Organized Trades and Labor Unions, the predecessor of the American Federation of Labor, called for May 1, 1886, to be the beginning of a nationwide movement*

*condition of employment.*

*With two years to plan, the organized labor movement in Chicago and throughout Illinois sent out questionnaires to employers to see how they felt about shorter hours and other issues, including child labor. Songs were written like "the Eight Hour Day" (available on American Industrial Ballads, Folkways, FH 5251); everywhere slogans were heard like "Eight Hours for Work, Eight Hours for Rest, Eight Hours for What We Will!" or*





*"Shortening the Hours Increase the Pay".*

Two of the organizers of these demonstrations were Lucy and Albert Parsons. Lucy had been born a slave in Texas about 1853. Her heritage was African-American, Native American and Mexican. She worked for the Freedman's Bureau after the Civil War. After her marriage to Albert, they moved to Chicago, where she turned her attention to writing and organizing women sewing workers. Albert was a printer, a member of the Knights of Labor, editor of the labor paper *The Alarm*, and one of the founders of the Chicago Trades and Labor Assembly.

On Sunday, May 2, Albert went to Ohio to organize rallies there, while Lucy and others staged another peaceful march of 35,000 workers. But, on Monday, May 3, the peaceful scene turned violent when the Chicago police attacked and killed picketing workers at the McCormick Reaper Plant at Western and Blue Island Avenues. This attack by police provoked a protest meeting, which was planned for Haymarket Square on the evening of Tuesday, May 4. Very few textbooks provide a thorough explanation of the events that led to Haymarket, nor do they mention that the pro-labor mayor of Chicago, Carter Harrison, gave permission for the meeting.

Most speakers failed to appear. Instead of starting at 7:30, the meeting was delayed for

about an hour. Instead of the expected 20,000 people, fewer than 2,500 attended. Two substitute speakers ran over to Haymarket Square at the last minute. They had been attending a meeting of sewing workers organized by Lucy Parsons and her fellow labor organizer, Lizzie Holmes, of Geneva, Illinois. These last minute speakers were Albert Parsons, just returned from Ohio, and Samuel Fielden, an English-born Methodist lay preacher who worked in the labor movement.

The Haymarket meeting was almost over and only about two hundred people remained when they were attacked by 176 policemen carrying Winchester repeater rifles. Fielden was speaking; even Lucy and Albert Parsons had left because it was beginning to rain. Then someone,

unknown to this day, threw the first dynamite bomb ever used in peacetime history of the United States. The police panicked, and, in the darkness, many shot at their own men. Eventually, seven policemen died, only one directly accountable to the bomb. Four workers were also killed, but few textbooks bother to mention this fact.

The next day, martial law was declared, not just in Chicago but throughout the nation. Anti-labor governments around the world used the Chicago incident to crush local union movements. In Chicago, labor leaders were rounded up, houses were entered without search warrants, and union newspapers were closed down. Eventually, eight men, representing a cross section of the labor movement, were selected to be tried. Among them were Fielden, Parsons and a young carpenter named Louis Lingg, who was accused of throwing the bomb. Lingg had witnesses to prove he was over a mile away at the time. The two-month-long trial ranks as one of the most notorious in American history. The Chicago Tribune even offered to pay money to the jury if it found the eight men guilty.

On August 20, 1886, the jury reported its verdict of guilty with the death penalty by hanging for seven of the Haymarket Eight, and 15 years of hard labor for [Oscar] Neebe. On November 10, the day before the execution, Samuel Gompers came from Washington to appeal to Gover-



nor Oglesby for the last time. The national and worldwide pressure did finally force the Governor to change the sentences of Samuel Fielden and Michael Schwab to imprisonment for life. Although 5 of the 8 were still to be hanged the next day, on the morning of November 10, Louis Lingg was found in his cell, his head half blown away by a dynamite cap. The entire event was most mysterious, since Lingg was hoping to receive a pardon that very day. Adolph Fischer, George Engel, Albert Parsons and August Spies were hanged on November 11, 1887. In June of 1893, Governor John P. Altgeld pardoned the 3 men still alive and condemned the entire judicial system that had allowed this injustice.

The real issues of the Haymarket Affair were freedom of speech, freedom of the press, the right to free assembly, the right to a fair trial by a jury of peers, and the right of workers to organize and fight for things like the eight-hour day.

While textbooks tell about the bomb, they fail to mention the reason for the meeting or what happened afterwards. Some books even fail to mention the fact that many of those

who were tried were not even at the Haymarket meeting, but were arrested simply because they were union organizers. Sadly, these rights have been abridged many times in American history. During the civil rights marches of the 1960's, the anti-Vietnam war demonstrations, and the 1968 Democratic National Convention, we saw similar violations to US constitutional rights.

The Haymarket Affair took on a worldwide dimension in July 1889, when a delegate from the American Federation of Labor recommended at a labor conference in Paris that May 1 be set aside as International Labor Day in memory of the Haymarket martyrs and the injustice of the Haymarket Affair. Today, in almost every major industrial nation, May Day is Labor Day. Even Great Britain and Israel have passed legislation in recent years declaring this date a national holiday.

For years, half of the American Labor movement observed May 1 as Labor Day, while the other half observed the first Monday in September. After the Russian Revolution, the May 1 date was mistakenly associated with commu-

nism, and, in a protest against Soviet policy, May 1 was first proclaimed Law Day in the 1960's.

The year 1986 marked the centennial of the Eight-Hour-Day movement and the Haymarket Affair. Folk singer Pete Seeger and a group called "The People Yes," named after Sandburg's volume of poems by that name, planned a nationwide celebration. This event offered teachers a unique opportunity to teach the facts about Haymarket and to correct the distortions and inaccuracies in textbooks.

You can find resources related to the Haymarket Affair [here](#), along with other labor history education/resources [here](#), on the ILHS website.

Altogether, as a token of our collective appreciation, we donated \$900 to the ILHS, which money came from the registration fee paid by participants.

We now turn our focus to AOM 2019, and organizing GOOTH in Boston. If you have any ideas, please feel free to share them with us.



# International Doctoral Consortium 2019

June 5-7, 2019 | Anáhuac University, Mexico City

**Student Co-Chairs:** Keshav Krishnamurty, PhD Candidate at UMass Boston University and Natalia Rodríguez, PhD Candidate at Anáhuac University

**Co-Organizer Faculty Members:** Paulina Segarra, PhD and Cristian Villanueva, PhD

**A**náhuac University in Mexico City is proud to host the forthcoming International Doctoral Consortium (IDC9). This event brings together critical and qualitatively-oriented organizational and management scholars and PhD students. Together, established and emerging scholars engage with an array of approaches and gain greater exposure to a range of post positivist approaches.

The International Doctoral Consortium is highly developmental and geared towards PhD students who present, discuss, and debate topics and methods key to the study of management issues from a critical perspective. The IDC has become an increasingly popular event because of its intimate size, the intellectual generosity of the academic community, the interactions between participants, and the truly international experience of the event – with students from at least five continents and ten or more countries.

## **STUDENTS: WHY SHOULD THEY ATTEND?**

The consortium is 1) generally critical, 2) broadly qualitative, 3) highly developmental, 4) very supportive, 5) intimate, 6) international, 7) involves leading scholars, and 8) run and developed by doctoral students. Some of the other main features of the IDC, are:

1) There is a core of critical management studies scholars and students in-



involved in the conceptualization and planning of the consortium; the IDC encourages participation of those who identify with social change but do not necessarily identify specifically with CMS; and the IDC supports those who are early in their research and would like exposure to research with a critical impulse.

2) The core of the workshops is built around a range of qualitative approaches (e.g., Actor-Network Theory; creative methods like visual arts and poetry; auto-ethnography, etc.) for management and organizational studies research.

3) Regardless of philosophical or paradigmatic leanings, all participants experience a highly developmental program with plenty of time to discuss their work and get feedback from other doctoral students and faculty.

4) The consortium atmosphere is highly supportive and encouraging of students' work and helps them to move forward in developing and completing their doctoral projects.

5) The number of participants is limited to 50 in order to maintain an intimate feel and allow everyone to become

exposed to each other's work and comments. [NOTE: priority is given to students from 'sponsor' schools, which are those who have committed to be part of the IDC.]

6) The focus of the workshops is international both in terms of sponsor schools from each continent of the globe and the involvement of students from each sponsor school on the Student Organizing Committee that runs the consortium. Keshav Krishnamurty, PhD Candidate at UMass Boston University and Natalia Rodríguez, PhD Candidate at Anáhuac University are the Chairs of the event. The organizing faculty members at Anáhuac University are Cristian Villanueva, PhD and Paulina Segarra, PhD.

The Student Organizing Committee is a wholly student body who plan forthcoming doctoral consortiums, with input from students across the globe.

7) We attract 12-18 leading scholars to run on-site workshops. In addition, we invite a highly distinguished and internationally renowned scholar as our keynote speaker every year. The keynote speaker for this year is Professor Albert Mills, from Saint Mary's University in Canada, and creator of the IDC initiative.

Previous keynote speakers have included Maria Ceci Misoczky (2018), Maureen Scully and Hugh Willmott (2017), Karen Ashcraft and Peter Simonson (2016), Pushkala Prasad and Anshuman Prasad (2015), Paul Adler (2014), Hugh Willmott (2013), David Levy (2012), and Anshuman Prasad and Pushkala Prasad (2011).

8) Students are welcome to present on a paper session, roundtable discussion or their dissertation projects. Their abstracts are to be submitted on the IDC9 website. Furthermore, they are invited to submit a

paper to the special issue that Anáhuac Journal will be devoting to critical management studies.

9) Anáhuac University will provide 3 nights' accommodation and meals for the accepted students.

**Deadline for student paper submissions: March 3, 2019.** For further details on IDC9, please visit the [website](#) or contact: Cristian Villanueva, PhD [cristian.villanueva@anahuac.mx](mailto:cristian.villanueva@anahuac.mx) or Paulina Segarra, PhD [paulina.segarra@anahuac.mx](mailto:paulina.segarra@anahuac.mx).

We look forward to welcoming students from all around the world!



# Spotlight on Marie Hasbi

PhD Student, Université Panthéon-Assas Paris 2

**H**aving just been elected as a new Representative-at-Large, the newsletter editor asked me to introduce myself as the new CMS Social Media and Website Editor and also as a PhD student. In fact, our Division has been invested in featuring news about research and experiences of PhD students and Early Career scholars.

So first, I would like to thank the great CMS community for trusting me in serving the Division and Thank you to Dr Eda Ulus for giving me the opportunity to spotlight on my experience, my research and my new role within the CMS division.

I am a French PhD student in organization studies. Prior to this intellectual journey, I acquired extensive experience in engineering, management and human resources in IT and Finance industry. During this decade of working in offices, my body walked in different buildings, intertwined with a range of material and spatial dimensions of offices. Nevertheless, I never asked myself what artefact and what spatial setting are meaningful to me. My only reading of space was: space allows control and reflects the hierarchy, but nobody around me was questioning or criticizing the allocation and the use of space in organizations. I noticed that space isn't taken sufficiently into account in organization processes.

As I was completing a part-time research Master's degree in organization studies, I decided to explore space in my

Master's thesis. It was interesting and intriguing for me to found out that space has not been until 2000 a central issue in management thinking (Clegg & Kornberger, 2004). I decided to pursue a PhD thesis in this emerging and exciting field of interest since I am passionate about architecture and aesthetics.

In this PhD, drawing on the seminal work of sociologist Henri Lefebvre, I explore the lived experience in flexible office spaces, and to understand how legitimations and identities are affected by flexible spatio-temporal arrangements like hot-desking and teleworking. In doing so, I embrace a phenomenological understanding which examines spatial practices and embodiment. Data was collected through observation and participatory visual methods. The first results of my research were presented in EGOS 2018 in Sub-theme 36: (SWG) Arresting Space: Organizing (In-)Appropriations of/by Space and Place convened by Paul W Chan, Anette Hallin, and Christine Räisänen.

Taking a critical perspective in my research comes from my inspiration from Lefebvre's ideas in regard to everyday life, power, rhythms, domination, resistance (Kingma, Dale & Wasserman, 2018) and from reading the work of Dale (2005) on studying aspects of control and resistance within organizations, the study of space as the materialization of power relations (Taylor & Spicer, 2007) etc.



Overall, my interest and affinity with the CMS ethos go back to the period I was working in offices, and each time I noticed some unethical management behavior, I wished that universities, engineering and business schools enacted more CMS concerns in classrooms. Therefore, since Professor Banu Özkanç-Pan and Professor Paul Donnelly asked me last year to volunteer for the CMS Division, I found in this Division a warm, provocative and inclusive home, and I sincerely encourage PhD students with an interest in CMS to volunteer or to get in touch with the Executive members. As a PhD journey can embody a feeling of loneliness especially for critical research, CMS division offers a space for our voices.

## **My Role as Representative at Large-Communication**

As a [Social Media](#) and [Website Editor](#) for the CMS division, I intend to communicate and share all types of news to CMS members and the Executive Committee. My main goal is to create and maintain a sense of community

beyond the annual AOM meeting. To do so, I regularly post news, call for papers, conferences, PDW, events and research papers that might be of interest to the CMS community. So far, I am pleased to notice the genuine interaction of CMS people with our Twitter account. The numbers of impressions of our tweets are increasing, and people often use **@CMS\_AOM** to be featured. So, thank you so much to our 1558 followers and stay tuned!

### We are on Facebook!

Being aware that not all CMS people have a Twitter account, I just created a Facebook page for our division with the same content as Twitter. I would like to encourage you to follow our updates and news also [here](#).

If you are not a fan at all of social media, you can always reach us with your news to be featured, call for papers, events, etc. in the newsletter by sending an email to [e.ulus@leicester.ac.uk](mailto:e.ulus@leicester.ac.uk).

I can't tell how this role in CMS is challenging and fascinating to me. It allows me to be more aware and updated about the range of activities and research conducted by the CMS community, and it makes me feel I am doing something great for a Division aiming to make a difference. I couldn't do that without the guidance and the help of my predecessor Dr Patrizia Hoyer and the support of our Division Chair Professor Mark Learmonth.

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## Division Elections 2019 — Advance Notice



**Banu Özkazanç-Pan**, Co-Chair of D&ITC, University of Massachusetts, Boston, USA  
**Paul Donnelly**, Co-Chair of D&ITC, Dublin Institute of Technology, Ireland

**B**y way of advance notice, for the Division's 2019 election, we will have a vacancy for an individual or a team (of two) to join the Division's five-year leadership rotation (PDW Chair, Main Program Chair, Chair-Elect, Chair and Past Chair).

As a Division, we are open to people serving in the leadership rotation on an individual or shared (i.e., two people sharing the role as a team) basis. From our experience, we can say that sharing the rotation with someone you know and get on with helps with the workload and makes for a more enjoyable rotation.

In terms of process, come the end of January/early February 2019, the nominations website will open and you will receive emails from us and AOM inviting you to nominate a colleague/colleagues you believe has/have the interest, energy, experience and commitment to serve our community well in the role, or to self-nominate if you are committed to working towards making CMS an intellectually diverse, inclusive, and vibrant home for critical scholars. To give you a sense of what the role entails, we invite you to read "[Thinking of leadership? The future of CMS is up to you!](#)".

When the nominations website closes towards the end of February 2019, the nominating committee (comprising the Division's Past Co-Chairs, Chair and Co-Chairs Elect) will work on finalising the slate of candidates for the election, which will run online from mid-April to mid-May, 2019. If your name is to be included on the slate, it is at this point that we will encourage you to look at past leadership in the Division and consider what you might want to contribute to our collective future in the Academy as you prepare your brief statement for members to consider.

Once the election has closed, we will communicate the result directly to all candidates by the end of May, 2019, before sharing the news with our community.

If you would be interested in joining the leadership of the Division, or have someone in mind to nominate, then we want to hear from you — email us both at [banu.ozkazanc-pan@umb.edu](mailto:banu.ozkazanc-pan@umb.edu) and [paul.donnelly@dit.ie](mailto:paul.donnelly@dit.ie).

