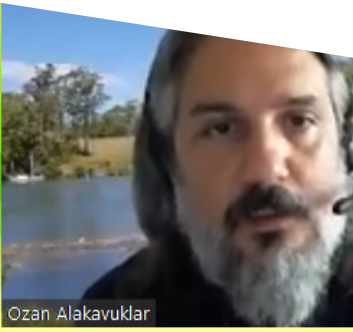
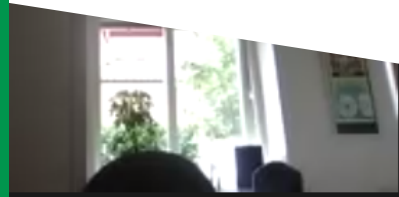


CMS Division Newsletter

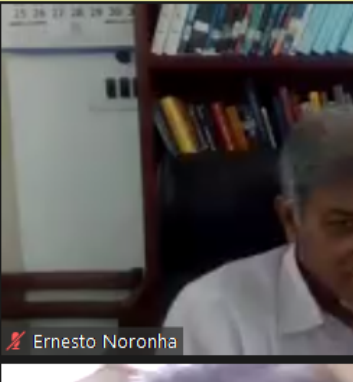
OCTOBER 2021



Ozan Alakavuklar



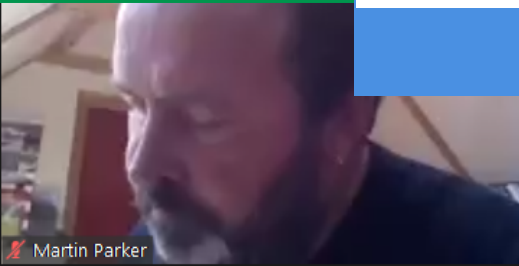
Neil Stott



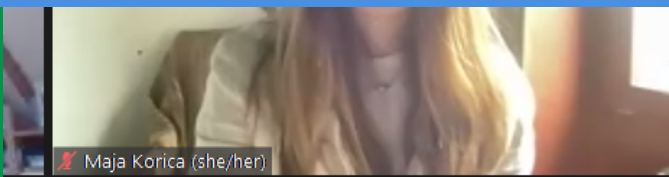
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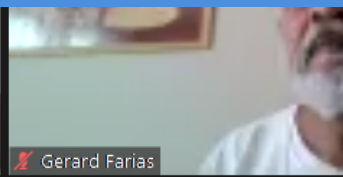
Critical Management
Studies Division
Academy of Management



Martin Parker



Maja Korica (she/her)



Gerard Farias



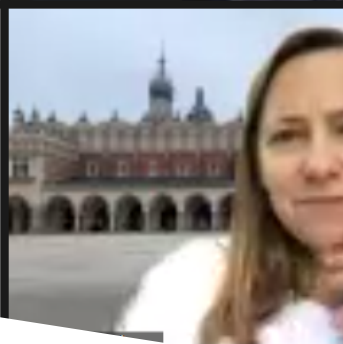
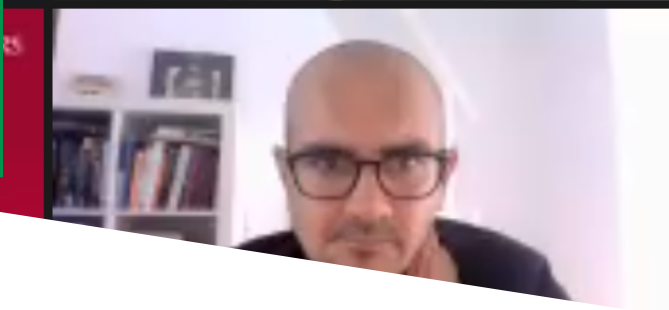
Angelo Benozzo



Frederike Scholz



Liliane Van Hoof



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Feature 1



Changes in Executive Roles Fernanda Sauerbronn & Amos Barros

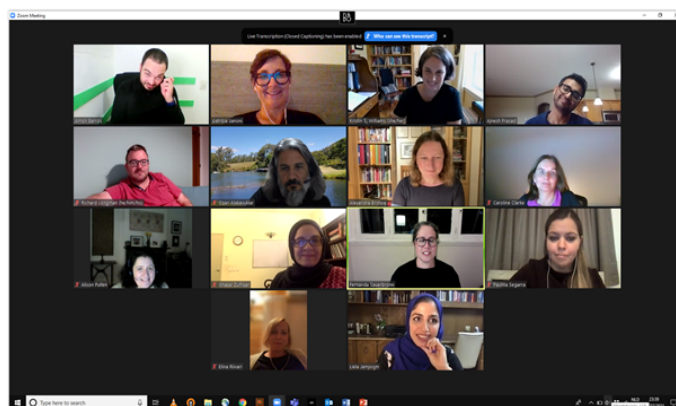
The 2020-2021 period was quite challenging to the entire world and also to the CMS community. The transformations impacted our personal lives, families, and friends in the daily routines, care practices, and the profound changes in scholarly activities and work relations. The CMS Division Executive Committee (EC) worked collectively with the broader community to figure out how to deal with the pandemic. So, we want to thank all members of the community for the engagement in last year's activities (CMS in Touch Webinars and the AoM Conference). We also want to thank all EC members for their contributions to organize those initiatives. Specially, we want to thank and say farewell to Marie Hasbie, as Social Media Rep-at-Large, and Stephen Cummings and Ajnesh Prasad for their contribution in their role as Past Division Chairs (2020-2021) but also for the past five years of dedication to the Division.

At the EC, we go on changing our roles over time. It is a five-year rotation through the Division's executive roles, as Professional Development Workshop Chair, Main Program Chair, Chair-Elect, Chair, and Past Chair. In the first year, the EC member serves as Professional Development Workshop (PDW) Program Chair. It means to develop the call for proposals; promoting it; responding to queries; overseeing the reviewing process and selecting submissions for the program; communicating decisions to those who submitted proposals; deciding on co-sponsorships of PDWs accepted by other divisions; scheduling accepted proposals to allocated time slots; proofreading PDW entries in the meeting program; contributing articles to the newsletter; organizing and hosting the PDW and Welcome Social at the annual meeting; attending the AOM meeting for incoming main program chairs; and participating in the executive and business meetings. For all five years of this rotation, AOM HQ provides timelines and support throughout, and you will be able to count on the experience of the Division executive.

In the second year, people who become Program Chair have responsibility for the scholarly program. Among other things, this role involves: developing the call for papers and symposia; promoting the call as widely as possible; recruiting reviewers; responding to queries from members regarding the call; overseeing the review and selection of submitted papers and symposia for the program; communicating decisions to those who submitted papers and symposia; liaising with other division main program chairs on symposia co-sponsorships; grouping accepted papers into themed sessions; selecting the various best paper awardees and liaising with awardees and award sponsors; ...

... nominating Division papers and symposia for Academy awards; scheduling themed paper sessions and accepted symposia to allocated time slots; proofreading entries in the meeting program; scheduling meetings and socials; contributing articles to the newsletter; participating in the executive and business meetings; and providing general support to the PDW Chair.

By the third year, the then Chair-Elect selects the keynote speaker and organizes the keynote plenary session; manages the best doctoral dissertation/thesis competition; contributes articles to the newsletter; serves on the nominations and elections sub-committee; collects the annual informal get-together between the executive and past division chairs at the annual meeting; participates in the executive committee meeting; organizes and chairs the business meeting; attends the AOM meeting for incoming division chairs; represents the Division at the Board of Governors meeting with other Division chairs; liaises with the Treasurer regarding award sponsorships, and provides general support to the Program Chair.



CMS Executive Meeting at AOM

[Continue to next page...](#)

Feature 1



Changes in Executive Roles Fernanda Sauerbronn & Amos Barros

In your fourth year, you start as Chair, responsible for facilitating and supporting the work of all members of the executive. Amongst many other things, they organize and chair the executive meeting; participate in the business meeting; represent the Division at the Board of Governors meeting with other Division chairs; attend the AOM meeting for outgoing division chairs; serve on the nominations and elections sub-committee; liaise with AOM HQ as and when necessary; and contribute articles to the newsletter. The Chair contributes to the Division's Academy-mandated quinquennial review; in the intervening years, the Chair works with the executive to realize the aspirations set out in the most recent quinquennial review. In your fifth and final year as Past Chair, your role essentially shifts to one of support, advice, and knowledge sharing, thanks to the institutional memory you will have acquired. You will also chair the nominations and elections sub-committee, organize and Chair the doctoral student and early career scholar consortia, contribute articles to the newsletter, participate in the executive meeting, and represent the Division at the Board of Governor's meeting with Division chairs.

For 2021-2022, our executive team is reflected below:

In all, we look forward to a rewarding year ahead. We encourage anyone with ideas, questions, or concerns to reach out to us directly or any of our wonderful colleagues on the Division executive. Perhaps you have thought about self-nominating to run for the role, or you've been thinking that in April/May of next year, we will be holding the Division's annual elections, at which point we will elect an individual or a team (of two).

As a Division, we are open to people serving in the rotation on an individual or shared (i.e., two people sharing the role as a team) basis. In any case, we have found that serving our community is both challenging and rewarding. You will engage with and enjoy the camaraderie of a committed bunch of fellow executive members. You will come to know many more members of our community. And, through volunteering your time and energy, you will be contributing to the sustainability of our community and the work we do. If you are interested in joining the executive, please email marcos.barros@grenoble-em.com or p.zanoni@uu.nl to talk further. We look forward to hearing from you!

Fernanda and Amon
Division Chairs



Incoming Division Executives for 2021-22

Position	Members
Co-Chairs	Fernanda Sauerbronn Amon Barros
Co-Chairs Elect	Alison Pullen Ozan Alakavuklar
Program Co-Chairs	Caroline Clarke Richard Longman
PDW Chairs	Alexandra Bristow Ghazal Zulfiqar
Past Chair	Patrizia Zanoni Marcos Barros
Treasurer	Arturo E. Osorio
Representative-at-large: Communication – Newsletter	Kristin Williams
Representative-at-large: Communication – Social Media	Liela Jamjoom
Representative-at-large: Ethics and Inclusion	Pauline Segarra
Representative-at-large: Membership and Outreach	Elina Riivari

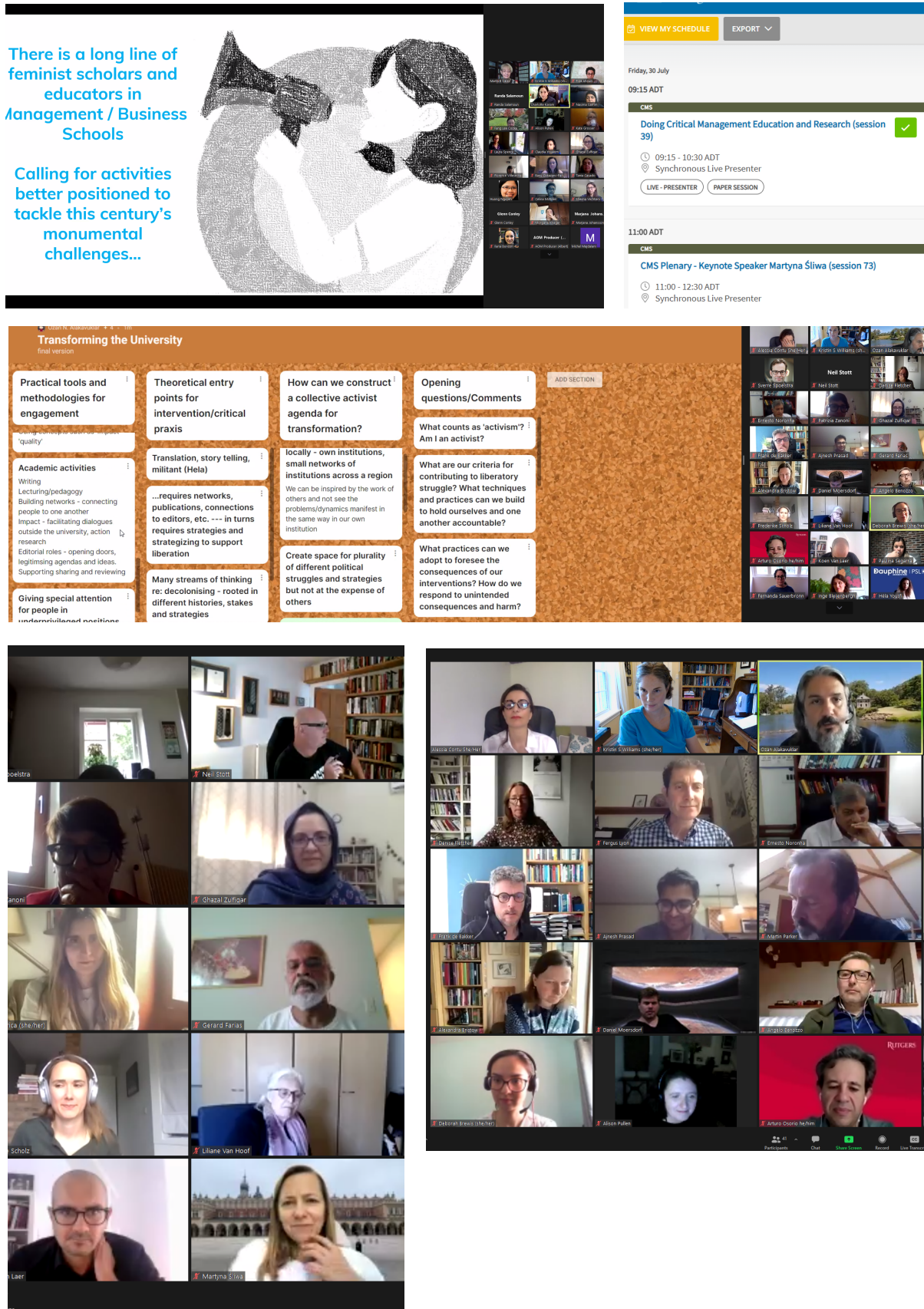
A special thank you to outgoing members: Past Co-Chairs, Ajnesh Prasad and Stephen Cummings and Representative-At-Large: Communication - Social Media Marie Hasbi

Feature 2



Review of AOM 2021 Program Ozan Alakavuklar & Alison Pullen

The 2021 virtual AOM offered a consolidated virtual format based on the ongoing uncertainties and challenges of the pandemic. Despite these challenges, we noted a deepening of impact on our colleagues, particularly early career and PhD students.



Feature 2



Review of AOM 2021 Program Ozan Alakavuklar & Alison Pullen

THIS YEAR'S PROGRAM

We especially wish to thank everyone who submitted a paper, case or symposium, all that reviewed and signed up to review, all paper session cochairs, Elina Riivari for coordinating the Dark Side Case Competition and colleagues in the division's executive for their support (in particular, Fernanda Sauerbronn and Amon Barras).



Scholarly Program 2021

Symposia	2017#	2018	2019	2020*	2021+
Submissions	10	11	11	16	8
Accepted	5	4	7	9	7
Acceptance Rate	50%	36%	64%	56%	87,5%

Papers	2017#	2018	2019	2020*	2021+
Submissions	81	127	151	130	62
Accepted	60	75	77	55	41
Acceptance Rate	74%	59%	51%	42%	66%
Sessions	14	18	21	11	10

(#) travel ban, jan/2017 (*) pre-pandemic submissions, jan/2020 (+) pandemic submissions, jan/2021

09:00 ADT

GDO

RM

CMS

OB

SIM

Intersectionality as a Method for Antiracist Research and Practice (session 243)

🕒 09:00 - 11:00 ADT

📍 Synchronous Live Open

DIG HIGHLIGHTED

11:00 ADT

GDO

OB

CMS

CAR

#ShareTheMic: Pandemic Adjustments, Allyship and Antiracist Research & Practice (session 295)

🕒 11:00 - 13:00 ADT

📍 Synchronous Live Open

DIG HIGHLIGHTED

LIVE - OPEN

PDW (WORKSHOP)

13:00 ADT

MH

CMS

MED

Decolonizing the Management Curriculum: Black Minds Matter Too (session 354)

🕒 13:00 - 15:00 ADT

📍 Synchronous Live Open

DIG HIGHLIGHTED

LIVE - OPEN

PDW (WORKSHOP)

BRINGING
THE MANAGER
BACK IN MANAGEMENT

81st Annual Meeting of the Academy of Management
29 July – 4 August 2021 | A Virtual Experience

Feature 3



PDW Chairs Update Richard Longman & Caroline Clarke

As PDW Co-Chairs, we were delighted to be part of a series of PDWs at the Annual Meeting. We welcomed old and new faces to our Division's activities, many attending for the first time (something that was made possible by our virtual format).

The CMS Division sponsored PDWs devised by its members that picked up on streams of work around degrowth, activism, self-care, and autoethnographic writing. We are very grateful to all who led, contributed to, and participated in our PDWs, particularly in the thoughtful way we responded as a scholarly community to the continued challenges of meeting online.

Thanks, in particular, to André Reichel who brought together an established group of academics around **Decision-making for a Degrowth**. To Ozan Alakavuklar, who convened a panel of scholars engaged with **Activism, Activist Methodologies and Social Change**. Also, to Sara Persson who sparked a collaboration resulting in a space to share in and support each others' writing under the banner of **Collaborative Explorations of Our Times through Autoethnographic Writing**. And, to Sarah Robinson and colleagues/friends who revealed their own steps towards **Building Community around Self-care** and explored restoration and relationships between scholars around the world.

The CMS Division also co-sponsored PDWs around antiracist research and practice, feminist dialogues, indigenous perspectives on the Anthropocene, social responsibility/business and human rights, and multimodal research. Our hope was these opportunities for development would allow us to examine critically the theme of the Annual Meeting. Our reflections about how we are 'just about managing' have demanded we explore the concrete steps we must take towards action. We hope others have been similarly provoked.

The **Doctoral Student and Early Career Scholar Consortium** was a highlight for both of us and it was inspiring to hear from those who represent the future of our Division. Thanks to Ajnesh Prasad for his expert stewardship of this PDW and all who volunteered their time to share in one-on-one and roundtable conversations, including our keynote speaker, Martyna Śliwa. We hope that many who participated this year will return again, and again, to share with us their growing expertise and experience.

We now pass on the role of PDW Co-Chairs to our colleagues Alexandra Bristow and Ghazal Zulficar. They are looking forward to working with members of the Division to develop meaningful experiences which respond to the needs of Critical Management Scholars and provide a space to share in individual and collective development. The Call for PDWs will be circulated shortly; please do contact them if you have any ideas you would like to explore.

Richard and Caroline
2021 PDW Program Chairs

Doctoral Students and Early Career Scholars....this is for YOU!

The CMS Division PhD students and early career the Division consortium is a great opportunity to connect with like-minded individuals and explore ideas, share knowledge, and contribute to discussion about critical management studies research, teaching, and engagement.

Repeating the successful format of previous meetings, the 2022 CMS Division PhD students and early career the Division consortium will facilitate **one-to-one feedback and mentoring sessions**. We will do our best to connect interested PhD students and early career scholars to a senior scholar relevant to their work for feedback and advice.

Stay tuned, we will launch the call in the month of **May 2022**.

Patrizia Zanoni and Marcos Barros, CMS Division Past Co-chairs

Feature 4



2021 CMS AOM Awards CMS Executive

Best Critical Paper

"Critical Management Studies and resisting degeneration"

Orestis Varkarolis, Nottingham Trent U.

Maria Daskalaki, U. of Southampton

Best Doctoral Student Paper

"Recasting sustainable collaborations through postcolonial perspectives"

Michel George Majdalani, Lebanese American U.

Michelle Mielly & Gazi Islam, Grenoble Ecole de Management

Best Critical Doctoral Dissertation/Thesis

"Organizing Refugees"

Yashar Mahmud, Stockholm Business School

Best Developmental Reviewer

Benjamin Gross, Seokyeong U.

Best Critical Paper on International Business

"Shepherding with carrots and sticks to unlearn traditional farming practices"

Nanna Schmidt, Copenhagen Business School

Rajiv Maher, EGADE Business School, Tecnologica de Monterrey

Best Critical Gender, Work and Organization Paper

"Can the female black scholar speak out in a noncooperative space"

Penelope Muzanenhamo, U. College Dublin, Smurfit

Rashedur Chowdhury, U. of Southampton

Best Critical Management Learning and Education Paper

"Entrepreneurship curricula through teacher's practice in Madagascar"

Joseph Tixier, EMLYON Business School

Best Paper in Critical Business Ethics

"Reclaiming sustainability through organic cotton seeds"

Seray Ergene, U. of Rhode Island

Marta B. Calás, U. of Massachusetts, Amherst

Dark Side Case Study Competition Winner

"Black employees (should) matter"

Lucia B. Oliveira, Bianca Sa, FGV-EBAPE

Ana Christina Celano, FGV-EBAPE

The CMS Division Executive would like to congratulate all of the winners and thank all of the candidates for their submissions

Feature 5

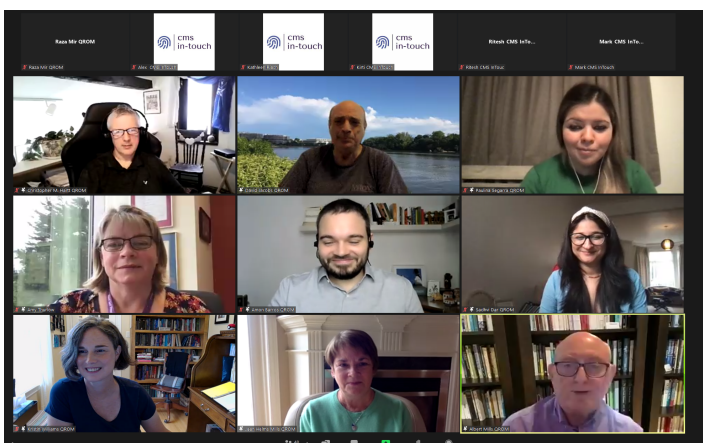


CMS InTouch Update

CMS InTouch welcomes new team members and bids a fond farewell to a founder

CMS InTouch is a digital platform that integrates multimedia, web-conferencing technology, social media outreach, and video archival (through our YouTube Channel) to help connect and nurture CMS communities across the world. The goal is to provide an inclusive global infrastructure for critical scholars to share their ideas in real-time without the physical, financial, political, work, and personal constraints of traveling, including its environmental impact (CO2 emissions). This format also speeds up conversations as there is no need for waiting for the next upcoming conference. The **InTouch** platform allows for discussion and new collaborations to be initiated during the events and continue afterward to further refine and explore ideas. The multimedia nature allows for integrating non-traditional elements and forms of expression (e.g., virtual visits to spaces, video recordings, music, dance, art). The video archival service brings accessibility as the conversations are made available at anytime, anywhere.

CMS InTouch was launched on the 1st of May 2020, in the midst of the COVID-19 pandemic. Since then, we have brought you 20 events in two formats. In terms of the first format, we have hosted webinars on the topics of violence, post-pandemic societies and education, careers, governance, antiracism, democracy, patriarchy, communication, embodying methods, and (im)migration. In terms of the second format, **CMS InTouch** has connected publishing outlets with the CMS community by creating the *Publishing Critical Work* PDW series. The series, which so far included eight PDWs and is still ongoing, brings editors of journals actively supportive of critical work into conversation with CMS scholars. These conversations are open channels for CMS scholars to find welcoming outlets for their critical work, and for editors to reach out and explain how to integrate CMS work into their journals, answer questions from the CMS community, and inspire CMS scholars to get involved with their journals.



CMS InTouch - Publishing Critical Work PDW
Qualitative Research in Organizations and Management

September and October are a bitter-sweet time for the **InTouch** team as we have bid a fond farewell to one of our founders, Ozan Alakavuklar, and are welcoming five new team members into our fold. Ozan has played a pivotal role in initiating and shaping CMS InTouch into the exciting, innovative, global, and inclusive platform that it is today. He has been a fantastic colleague and friend through the ups and downs we have experienced over our first year, and we will miss his company sorely. We wish Ozan well in his new endeavours and are delighted that he is staying with us in an advisory role. We are also very excited that our team is growing and are very pleased to be joined by our new colleagues Mark Gatto, Ritesh Kumar, Kirti Mishra, Frederike Scholz, and Laura Visser. Mark, Ritesh, Kirti, Frederike, and Laura are bringing masses of expertise, enthusiasm, and new ideas to **CMS InTouch** and we can't wait to see what new developments and directions they will help to create. You can read a bit more about them further below.

As ever, we would like to thank the CMS community, the AOM CMS Division, and the journal *Organization* for their ongoing support. In return, we are here for you. We welcome and encourage community engagement with **CMS InTouch**, whether it be as event organisers, panelists, participants, or **CMS InTouch** team members. We welcome proposals and ideas for events in our two existing formats: webinars (panel symposium-style) and PDWs (interactive events aimed at participants' professional development), as well as in new formats (we will work with you to explore your creative ideas).

If you want to learn more about what we do and are interested in organising your own event with us, please get **InTouch**!

We welcome ideas and proposals from CMS scholars from every location, in all stages of academic careers, and with all types of institutional affiliations (or lack of). If you have a great idea for an **InTouch** event but are struggling to find fellow panelists, please let us know and we will do our best to put you in touch with other interested CMS-ers.

We are also growing rapidly and would welcome expressions of interest from CMS scholars interested in joining our team as **CMS InTouch** editors. Please contact us via the email below for further information. We will be **InTouch**!

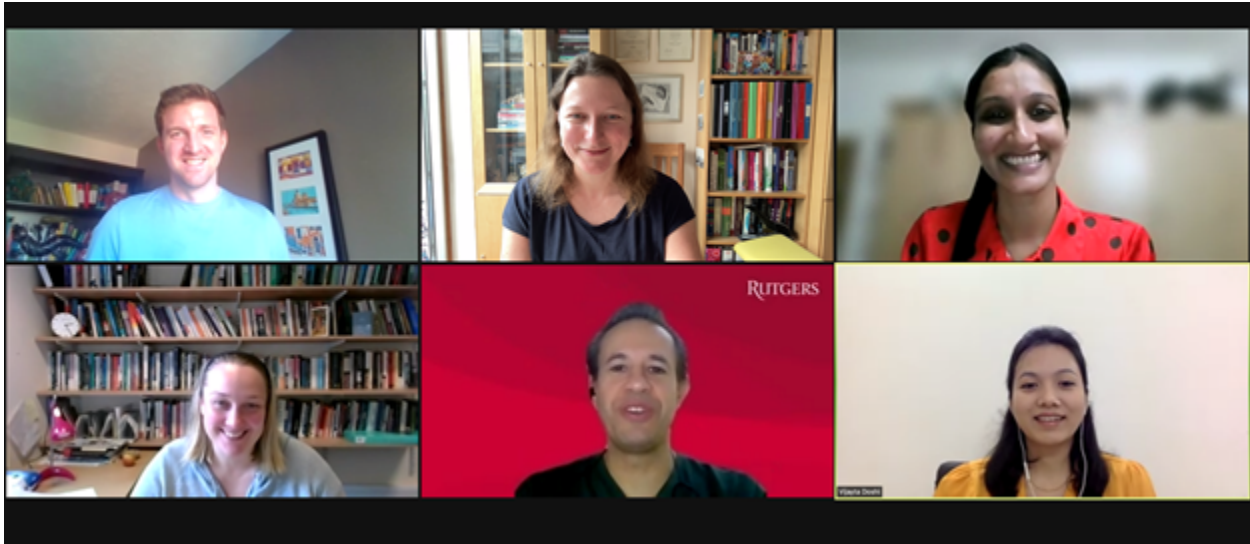
CMS InTouch team

In alphabetical order: Alexandra Bristow, Vijayta Doshi, Mark Gatto, Ritesh Kumar, Kirti Mishra, Arturo E. Osorio, Kathleen Riach, Frederike Scholz, and Laura Visser

Feature 5



CMS InTouch Update CMS InTouch - Getting to Know Each Other



*Getting to know each other Part 1. Top row, left to right: Mark Gatto, Alex Bristow, Kirti Mishra.
Bottom row, left to right: Kat Riach, Arturo E. Osorio, Vijayta Doshi.*



*Getting to know each other Part 2. Top row, left to right: Kat Riach, Alex Bristow, Ritesh Kumar.
Bottom row, left to right: Frederike Scholz, Laura Visser, Vijayta Doshi.*

Watch past webinars in our YouTube Channel at: [CMS_inTouch](#)
Check out our forthcoming events on [Eventbrite](#)
Follow us on Twitter at: <https://twitter.com/cmsintouch>
Connect on LinkedIn at: <https://www.linkedin.com/groups/12466532/>
Email us at: cmswebinars@gmail.com
Submit a proposal for webinars [here](#)

Feature 5



CMS InTouch Update Meet the New CMS InTouch Colleagues



Mark Gatto//

He/Him/His

Lecturer, Critical
Organization Studies,
Newcastle Business School,
Northumbria University

mark.gatto@northumbria.ac.uk
LinkedIn: @markgatto
Twitter: @markgatto1

I am a Lecturer in Critical Organisation Studies whose main research interest is the gender inequity for working parents. I explore the influence of patriarchal discourse on individuals in organisational contexts. I draw critical perspectives, emphasising hybrid and caring masculinities, and the work of Raewyn Connell (masculine re-embodiment) and Joan Acker (Masculine Organisations) to problematise the ideal worker-breadwinner-motherhood penalty triad of gendered working. My PhD used dystopian fiction and critical discourse analysis as a transdisciplinary, critical approach to gender research in organisations. I also use fiction as a subversive means of writing differently. Finally, I proudly lead the Northumbria University Parents and Carers Network in solidarity!

I applied to join the CMS Intouch team because I had attended some of the terrific critical and creative webinars. I particularly enjoyed the session 'Speaking a Secret Language: Challenging the Patriarchy through forms of Communication'. I am passionate about building communities, particularly on the themes of social justice, equity, and diversity. This innovative team offers a unique opportunity for me to be part of a growing community of critical management and organisation scholars to hopefully reach new audiences and make a difference in our global society.



RiteshKumar//

He/Him/His

Assistant Professor, Human
Resource Management,
University of Mumbai
Affiliated Institute

rkumarhr2@gmail.com
LinkedIn: @ritesh-kumar
Twitter: @rkumarhr2

I am an Assistant Professor in Human Resource Management at the University of Mumbai affiliated institute. I received my PhD in 2020 from Tata Institute of Social Sciences. My research focuses on academics situated in neoliberal business schools in the Global South. Currently, I am working on several research papers/ projects focusing on professional misrecognition, feminist grassroot social protests/movements, decolonizing Indian business schools, and caste inequalities and employee well-being. I joined CMS In Touch because it resonates with my academic pursuit of working on issues such as social inequality and intellectual freedom. I find a great opportunity to work with stellar critical scholars and a platform to promote critical research in the Global South. Last but not the least, I look forward to networking with the wider CMS community and contributing to its global expansion. I am grateful to Prof. Ajnesh Prasad for his compassionate conduct as a mentor and the richness of relationship in nurturing my critical scholarship.



FrederikeScholz//

She/Her

Assistant Professor,
Human Resource
Management,
Tilburg University

f.scholz@tilburguniversity.edu
LinkedIn: @frederikescholz
Twitter: @ScholzFrederike

I am an Assistant Professor in Human Resource Management (HRM) at Tilburg University in the Netherlands. I specialise in research on disability inclusion, identity, and inequality at work, human resource management, digital transformation, intensification of work and active labour market policies. I received my Ph.D in 2018 from Leeds University Business School, UK where I simultaneously worked as Teaching Fellow in HRM, before moving to Belgium for my Postdoc at Hasselt University. Currently, I am working on a number of research papers and/or book chapters focusing on AI-based recruitment, the role of work-technology, disability disclosure as a work-game, reintegration after burnout, ableist recruitment processes, and the role of triadic relations in improving the workplace inclusion of disabled people. I am honoured to join the CMS-in-touch team to not only organise social and professional events, but most importantly, to learn from and network with esteemed colleagues in the field and to shape critical conversations on a wider scale by being more closely engaged with the CMS community.

Feature 5

CMS InTouch Update Meet the New CMS InTouch Colleagues



Laura Visser //

She/Her

Senior Lecturer,
Management,
Monash University

laura.visser@monash.edu
[LinkedIn: @lauravisser](#)

I currently work at Monash University, located on Bunurong Land in Melbourne, Australia. I moved to Australia after completing a Ph.D. at Radboud University in the Netherlands, using multiple social theories to examine how power processes play out in healthcare technology. At Monash University, I am part of a vibrant CMS community; research has pivoted to the wine industry, specifically focusing on women in this industry. I am currently interested in posthumanist understandings of performativity and am learning from Karen Barad's work as well as Indigenous knowledges. In 2020, I was involved in one of the early CMS InTouch webinars, and I am very excited to get this opportunity to contribute more widely to this platform. I think it's been an excellent initiative to link CMS scholars from all over the world outside of the conference circuits. I am looking forward to getting 'InTouch' with more colleagues across the world through this platform and to support engaging conversations on a multitude of topics.



Kirti Mishra //

She/Her

Assistant Professor,
OB and HRM,
Indian Institute of
Management

kirti.mishra@iimu.ac.in
[LinkedIn: @kirtimishra](#)
[Twitter: @kirtimishra](#)

I am an Assistant Professor at the Indian Institute of Management, Udaipur in the Organizational Behaviour and Human Resource Management Area. I graduated with a Ph.D. from Monash University, Australia. An early career researcher who has previously held appointments at Indian Institute of Management Lucknow, Monash University, Swinburne University, and the University of Queensland; my area of research predominantly focuses on corporate sustainability, political CSR, human-nature relationship, organizational responses to climate change, and strategizing for grand challenges. I have recently received a grant from the Australian Government to work with World Vision and explore ways to enhance women's resilience during crises.

As an ECR and a new entrant into the CMS community, joining CMS InTouch is a great opportunity for my personal as well as professional development. Volunteering with the CMS InTouch team offers me a chance to learn from prominent critical scholars, help shape conversations in the field, and contribute to the community whilst building my research profile around critical work.

Feature 6



Running a PDW Differently 'Just about managing': Collaborative explorations of our times through autoethnographic writing

Sara Persson, Ruth Slater, Marjana Johansson, Julia Storberg-Walker and Kristin Williams reflect on creating a different kind of PDW experience.

Individual hesitations

Sara: I was feeling inspired. I had just defended my dissertation a month earlier and the defense was a beautiful event. I wanted to give something back to the CMS community, who's very existence is the reason why I feel comfortable to be an academic within business studies. I came to think about the CMS division at AoM which I had only heard about but never attended. I sent an email to the PDW chairs saying that I would like to help organize the PhD activities, especially with a focus on autoethnography which is a passion of mine. Why don't you make a PDW about autoethnography instead? they answered. They were so encouraging but I knew nothing about a PDW and had no colleague interested in organizing one together with me. What to do? The supportive environment of the VIDA network came to mind. Maybe someone there would be willing to join me. I wrote at the VIDA page after some hesitation, afraid that people would laugh at me. The response was heartwarming. Suddenly we were a group of seven with the same passion for collaborative/poetic/autoethnographic/fictional writing. We met the PDW deadline and planned meetings for the spring. This felt like the start something meaningful.

Fear of exposure

Ruth: Our collective task was to invite some of our contacts whom we felt would align with our purpose to participate on the padlet by sharing their experience and thoughts about "writing differently". In recent years through my networks, I had met some impressive scholars, and I hoped they would be willing to participate. I was nervous as it has always been difficult to put aside that state of imposter-ship because I was no longer affiliated to an institution. My thoughts roamed between "Would the invitees remember me?" and "Would they, could they have the time to participate?" I remember approaching them by beginning "I am thrilled to be organizing a paper development workshop along with other scholars at the Academy of Management", and "thrilled" was precisely the term for this bold endeavour and my participation! My three invitees willingly accepted and I remember feeling so proud that I had brought such scholars to our enterprise. My hesitation was rewarded by responding emails which said, "your paper development workshop looks amazing" and "I am honoured to be invited." Believe me, I thought!, the honour is all mine!

Working differently

Kristin: I was amazed when this group of strangers came together to start to organize our PDW. The passion and sense of purpose was clear from the start, but what blossomed was a lovely friendship and an organic way of organizing our program. We really enjoyed our time together and through many conversations, our vision and program emerged effortlessly. I feel honoured to have worked with these remarkable women on this PDW.

Resonating responses

Marjana: Without participants there would be no workshop and I was excited to see what submissions we would receive. And what a response we got! The suggested themes in the PDW call included the pandemic, the environment, and democracy. In the end we had 20 submissions from 22 participants, covering a rich variety related to, and beyond, those themes. The autoethnographic focus combined with the notion of 'writing differently' brought submissions in the form of reflections, poems, dialogues and diary entries. I was awestruck by the generosity, vulnerability and openness of the texts, and happy that they included a number of PhD students. The contributions reflected on identities and uncertain futures; the politics of difference and writing differently; and the trials and tribulations of academia, to name a few. They were brought together on a shared padlet to enable participants to respond to each other's texts, and to find resonance between their own and others' writings.

Collective endeavors

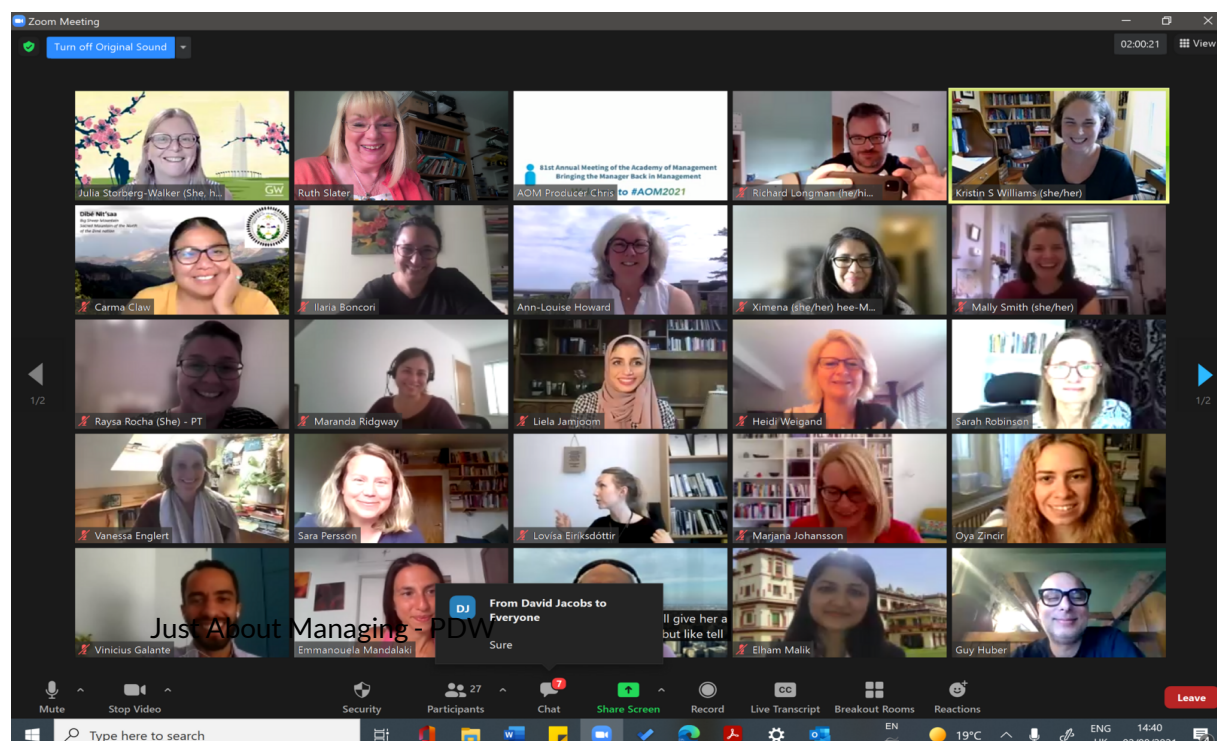
Julia: The core design element of the workshop was a 'liberating structure' called 1, 2, 4, whole. Liberating structures are a relatively new pedagogical strategy where everyone is included, engagement is maximized, collegial networks are formed, and open, generative conversation is created. The '1' signifies individual reflection; the '2' signifies a paired discussion; the '4' signifies a paired pair discussion; and finally all come together in the whole. We modified this a bit to accommodate the conference structure: for the '1', participants were asked to review and reflect on their own and their partners writing in advance of the workshop. At the workshop, after a brief introduction, pairs were sent to Zoom break out rooms for a lengthy sharing and writing exercise. Then the pairs were brought back to the main Zoom room, and once again moved into breakout rooms, this time with two pairs. Finally, the whole came together for a final/beginning debrief. The feedback we've received from participants has been positive, and the level of engagement was remarkable. We really believe that by following the pedagogy of liberating structures we were able to generate a very inclusive, safe, and engaged community of scholars.

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Feature 6



Running a PDW Differently 'Just about managing': Collaborative explorations of our times through autoethnographic writing



Final thoughts

Team: Look at all of those smiles! We chose to host our PDW privately to ensure that all of our participants felt safe to authentically engage and share. Our virtual space felt warm and supportive. It was the most connected we have felt in an online experience.

The padlet was an extraordinary tool for organizing the program, but also capturing reflections and writings. Our padlet hosted inspirational videos from scholars, videos from the organizing team, literature on writing differently, the submissions from our participants and the feedback they received from the pairs, along with organic feedback from other participants. We would love to show you the padlet, because it is amazing! but we promised to keep it confidential to just the participants and not to publish or share it.

We would like to thank all of our participants and our contributors. This was a beautiful collaboration over time and space.



Introduction



New Member Profile Ghazal Mir Zulfiqar

Greetings from Lahore, Pakistan, where as I write this we are watching the US military evacuation and Taliban takeover in neighboring Afghanistan. As a Pakistani-American this is a moment of acute conflict for me but I also recognize the opportunity in this for scholars that can only really be found at CMS, to interrogate the institutional failures and opportunities that this moment presents us with.

As a new member of the CMS executive team, I am thrilled though in considerable awe of my colleagues – past and present. Your research has shaped my thinking, writing and teaching, and I assign your work to my students, many of whom are then inspired to do critical research themselves. As someone who entered the Academy without a terminal degree in management I felt very much the outsider until Ash Prasad–last year's CMS co-chair–introduced himself after a symposium and invited me to the CMS social, at the AOM in Atlanta. That was a turning point in my academic life and the beginning of a solidarity network that keeps me going, especially at moments like the present one.

In an academy where one can often feel lost and uncertain, especially for those of us coming from disciplines and geographies that are not as well represented in the Academy, CMS is a natural home, especially if we simply cannot or will not do mainstream management research. One of my current projects, together with Ash Prasad, is on toilets and toilet cleaners. We situate our study through our CMS colleagues' brilliant scholarship on post/de-colonialism, as well as caste, class, and gender politics.

I also study the transnational politics of global finance, development, and advocacy networks from a class and gender perspective. The drive and curiosity to do this comes from my pre-academia days when I worked on infrastructure finance deals across Africa and South Asia for Citigroup London, then as a farm organizer in rural Arkansas in the Southern United States, and finally on policy consultations on homelessness prevention and wraparound services for migrant families in Massachusetts, US. These diverse experiences, together with my research and teaching in Pakistan, give my critical research purpose and urgency.

At a time when critical scholars are being attacked and undermined for their research agendas, the role of CMS in the Academy is more important than ever. I am excited to serve CMS colleagues in my new role and just as excited to be working in this role with Alex Bristow, who is well-known to all of us for the energy she has put into the amazing CMS InTouch initiative.



Ghazal Mir Zulfiqar is Associate Professor at the Lahore University of Management Sciences (LUMS), Pakistan. She has a PhD in Public Policy from the University of Massachusetts, Boston; an MSc. in Development Finance from the School of Oriental and African Studies (SOAS); and an MBA from the Institute of Business Administration, Karachi. Her research focus is on finance capitalism, labor and class in the informal economy, and women workers' transnational advocacy networks, from a gendered perspective. She has published in AMLE, Organization, Journal of Business Ethics, Gender, Work & Organization, Review of International Political Economy, Feminist Economics, and Economy & Society. Ghazal is Associate Editor at Organization and Gender, Work & Organization.

Introduction



New Member Profile Liela Jamjoom

Hello friends and colleagues. I am Liela Jamjoom, the newly elected executive member-at-large of social media/website for the Critical Management Studies Division (CMS) at the Academy of Management (AoM). I am honored to have been elected to play an important role in the dissemination of our division's activities/events and in the circulation of critically engaged scholarship.

To those of you who may not know me, I am an early-career academic and a post-doctoral researcher with Dar-Al-Hekma University, Saudi Arabia (SA). My research interests lie at the intersection of gender, leadership, and postcolonial theory. I write from a reflexive place where I see the research process as inextricable from my subject-position as "researcher". Finding this space of immersive writing was quite new to me coming from a Banking and Finance major and receiving an MBA situated in the positivist traditions (Well aren't most MBAs like that). It was only when I began my PhD at Saint Mary's University, Halifax Canada, that I was opened to different paradigms of thought - ones that were obscure, new, and yet so compelling to explore. I was handed a seminal text by my supervisor Dr. Albert J. Mills called *Orientalism*, and that was my gateway to a world which I knew and experienced but didn't have the right words to articulate. So, what started as a question, "Can I actually approach my research through this lens?" ended with an infatuation with this new critical world that was opened to me.

I have been fortunate to teach Leadership, Human Resource Management, Organizational Behavior, and Organizational Design and Development at the University of Business and Technology, SA and to also have worked as an employment advisor to female job seekers in SA. Since 2014, I have been a proud member of the "Develop Human Capital in SA" network. Over the past three years, I have served as a divisional executive of the Gender and Diversity in Organizations division (GDO) at the Administrative Sciences Association of Canada Conference, and I now look forward to starting my new role with the CMS division at AoM.

If you aren't already following our division's twitter account, please follow [@cms_aom](https://twitter.com/cms_aom) and mention or tag us if you would like us to share your latest critical publication, special issue, or workshop. This goes especially to our early career scholars and PhD students working in the field of critical management, who may feel unnetworked and/or isolated. We are here to support you and the important work that you do. If you would like to direct message us on twitter to share any ideas/or important critical projects, please do so. Our virtual critical community can only be built together.



*Liela A. Jamjoom is a Research Fellow at Dar Al-Hekma University, Saudi Arabia. Her research interests lie at the intersection of leadership, gender, postcolonial feminism, narrative and reflexive writing. Liela holds a PhD in Management from Saint Mary's University Canada, where her study focused on amplifying the voices of Saudi women in leadership. Liela's thesis has been awarded the Governor's General Gold Medal Award and she has a forthcoming book with Routledge titled *Women Business Leaders: Identity, Resistance, and Alternative Forms of Knowledge in Saudi Arabia*.*

Introduction



New Member Profile Alexandra Bristow

Dear colleagues, I am delighted and honoured to be joining the CMS executive on the five-year Division Chair track. The Division is led by a stellar international team of critical scholars whom I respect immensely. I am particularly thrilled to be sharing my role with Ghazal Mir Zulfiqar, whose work is both highly imaginative and of utmost societal importance, and who is altogether a brilliant colleague.

Most of all, I am deeply humbled to serve the Division that, despite all the pressures of its institutionalised AOM setting, and despite all the forces that conspire against it in these difficult times, stubbornly works to question oppression, inequalities, and injustice, and make the world – and our CMS community within it – a better place.

Over the years, I have experienced first-hand the difference that the support of the Division can make to the persistence of CMS work. When I attended my first AOM Meeting, I was an early-career CMS academic isolated in a mainstream business school and under intense pressure from its senior leadership to switch to mainstream research (CMS, I was told repeatedly, was for misfits who could not do proper science). CMS Division events were a refuge from that onslaught, and the confidence boost they gave me carried me through some of the darkest months. (My self-belief had been so tattered at that point that when I co-won the CMS Division Best Dissertation Award, I asked the organisers whether they were sure they got it right.) The friendships and support networks I made at the Division did not stop me leaving academia when I could no longer withstand the pressure, but they did sustain me during my academic ‘afterlife’ and helped me find my way back.

Since my return, I have tried to do everything I can to support other critical scholars in vulnerable positions. Much of my work has focused on those starting their academic careers: I have researched and written about the predicament of early-career CMS academics around the world, and have run consortia, symposia, PDWs and training events for early-career academics and PhD researchers. I strongly believe that, if CMS is to have a future, we must do more to support our next generations through the challenges they face. However, as the recent events at Leicester attest, it is not just junior CMS faculty whose work and careers are at stake – no one is safe when the anti-CMS machine gets rolling. It is vital that we take every opportunity and find new ways to nurture our community as a whole, and that, as we have tried to do with CMS InTouch, we create new kinds of open and inclusive conversations in which different CMS voices and perspectives can be heard and find mutual and broader resonance.



Alex Bristow is Senior Lecturer (Associate Professor) in Organisational Behaviour at the Open University, UK. She previously worked at the Universities of Lancaster (where she completed her PhD), Surrey and Birmingham. Her eclectic interests include critical approaches to power, politics, activism, careers, knowledge, learning, and academic labour and business schools. Alex is a co-founder of CMS InTouch, a global virtual platform helping connect, support and nurture CMS community across geographical, political, financial and other boundaries through free and open online events. She has published in a range of journals including *Academy of Management Learning and Education*, *Ephemera*, *Human Relations*, *Leadership*, *Management Learning*, *Organization*, and *Organization Studies*. Alex is a member of the International Editorial Board of *Organization* and has guest co-edited the longest-running special paper series of the journal (on populism and CMS). She is currently co-editing a book on *Doing Academic Careers Differently* to be published by Routledge.



Courageous Activism Penelope Muzanenhamo

All Activists are courageous. To be courageous is to be so vulnerable, so scared, so fragile, and yet choose to 'speak truth to power' and 'tell truth to people'. To speak truth to power and tell truth to people is to expose and explain old white (men) traditions (Lagermann 2013) that continue to exclude and exploit Black and Brown people, the majority of all women, and 2SLGBTQ+ individuals globally. Activists expose racism and social injustices with the aim to create a better World for everyone. I make these claims as a Black African woman, who is an adopted daughter of a White father, and a scholar who knows that non-White bodies are not intellectually deficient. Our physical features, ('non-English') accents and in some cases, experiences of poverty do not make us (intellectually) inferior. If powerful White actors afford us equal access and resources, we can fundamentally contribute to building a better World for all.

I consider myself to be an aspirant intellectual activist, given that I seek to facilitate racial equality in academia. I have also been beaten up for challenging racism, as I detailed out in our award-winning AoM CMS Conference paper on noncooperative spaces and speaking out, co-authored with my colleague Rashedur Chowdhury. My thinking and (proactive) actions are inspired by Black scholarship, particularly by the work of Black women thinkers who include Patricia Hill Collins, Kimberle Crenshaw, Stella Nkomo, and Ella Bell, to name just a few of these such courageous thinkers.

I started engaging with intellectual activism, although I did not consciously understand my effort as such, when I realized two things: First, I learnt that I was 'an African', and being African was not a valuable quality from a Eurocentric perspective. Second, I realized that Africa and Black people's social realities were missing from the Business studies which I had chosen to pursue, and in those denigrating contexts where 'we' were represented, the common themes were social problems, crime, extreme deprivation, and diseases. Yet there were (and still are) other positive narratives on Africa (and Black people) that were epistemically excluded from Business studies, because Black scholars were not allowed to speak through the (elite) learning resources selected and qualified for First World teaching by hegemonic actors.



Penelope Muzanenhamo (PhD, Warwick Business School, University of Warwick), is Assistant Professor in Business in Africa specializing in Marketing; the Africa lead within the Centre for Business and Society (CeBaS) at UCD College of Business; and Co-director for the research theme 'People, Work, Society' within the UCD Earth Institute. She is also Fellow, Scaling Business in Africa Initiative, University of Edinburgh, UK. Penelope is a multiple award winning researcher and lecturer whose research revolves around Vulnerable Market Actors and Brand Africa within the broader context of Sustainable Development. As Vulnerable Market Actors, Penelope considers Black scholars, African consumers and African entrepreneurs/informal traders traditionally located at the margins of global networks. She is particularly passionate about integrating Black voices and African business contexts into mainstream Business research and curricula. Penelope has received Academy of Management Conference awards for Best Critical Management Learning and Education Paper 2020 CMS Division, for her research on Black scholarship and epistemic injustice, and Best paper in Gender, Work and Organization 2021, CMS Division, for her autoethnographic research on racial equality and noncooperative spaces. She has also received awards from the Academy of Marketing-Best Track Paper Award, 2011; and in 2018, a Plague from Morgan State University International Symposium 'Out of (and into) Africa: African Consumer Marketing and Firm Strategies', for her commitment towards integrating African/Black voices in mainstream Business curricula and research. Her research has been published in Human Relations journal.

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Article 1



Courageous Activism Penelope Muzanenhamo

We, Black scholars, continue to face epistemic injustice and exclusion from Business schools. Currently, for example, I might be the only female Black scholar working independently without reporting to a senior adviser/supervisor, in a lectureship (or professorial) capacity at a (global) Business school in Ireland. I tentatively make this claim based on both publicly available information, and my experience as an individual who delivered guest lectures on African business contexts to students at 15 Business schools in Ireland between 2015 and 2017. I performed this role as a 'Proudly Made in Africa' (PMIA) Fellow in Business and Development', a position created by an Irish social enterprise called PMIA committed to social justice, in partnership with the UCD College of Business (my current employer).

While all activists are courageous, they cannot single-handedly achieve racial equality and - more broadly - social justice. What partly keeps activists going despite vulnerability, fear and fragility is the courageous collective action by other similar-minded individuals that Rashedur Chowdhury and I, consistent with Jodi Dean, identify as 'comrades' in our other award-winning AoM CMS conference paper on epistemic injustice and Black scholarship.

Within academia, when divisions such as the AoM CMS feature Black (and Brown) female scholars like myself, and listen to reviewers' recommendations for recognizing our work, they not only endorse Black scholarship, but also send a message to the broader academic community on the imperative for achieving epistemic justice. I therefore thank the CMS division for casting the spotlight on my work, co-authored with my colleague Rashedur Chowdhury, with the aim to advance Black scholarship and achieve racial equality in academia.

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Article 2



Racism in Organizations: American companies did not have a racial reckoning Victor Ray

American companies have not had a racial reckoning. Yes, massive protests followed the release of the video of Minneapolis police officer Derrick Chauvin murdering George Floyd. These protests pushed some corporations to claim that structural racism was a problem. In a little over a year since George Floyd was murdered, the idea that the country experienced a reckoning has become almost cliché.

For corporations, it might be better to think of the response to George Floyd's murder as a moment, not a movement. As historian Carol Anderson shows in her award-winning book *White Rage: The Unspoken Truth of Our Racial Divide*, advances for Black people are often met with backlashes that erase those gains. In line with Anderson's thesis, recent surveys show that many white Americans are now [less supportive](#) of the goals of the Black Lives Matter movement than they were before the protests. A moral panic over the [1619 project](#), which places slavery at the center of the American narrative (including American business), and a misrepresentation of [critical race theory](#) show that perhaps those anti-racist bestsellers went unread. And many corporate promises about diversity and resource distribution have not moved from a symbol into substance.

As a sociologist who writes about how [organizations shape racial inequality and promote racist ideas](#), I fear this newly discovered corporate ardor for Black Lives is part of a long line of mostly symbolic gestures designed to avoid accountability for their role in helping to produce racial inequality. When the profit and the value of Black lives conflict, the latter have usually lost out. An honest reckoning for racial justice would require a fundamental transformation of current business practices that either profit from or [further entrench widespread racial inequality](#). A reckoning would require American businesses to repair the harms—both finance and physical—that their practices routinely and disproportionately shifted onto people of color.



Victor Ray is the F. Wendell Miller Associate Professor in the Department of Sociology and Criminology at Iowa College of Liberal Arts and Sciences. He can be reached at victor-ray@uiowa.edu

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Article 2

Racism in Organizations: American companies did not have a racial reckoning Victor Ray

Compare, for instance, companies' statements about their commitment to racial justice with their core business practice that may help generate the very racial problems they claim they want to help solve. [Mark Zuckerberg claimed that he supports Black Lives Matter](#) and would (once again) review his company's policy on hate speech. But Facebook has been repeatedly (and recently) criticized for allowing [white supremacist groups to organize on their platform](#). A recent [Civil Rights audit](#) commissioned by Facebook claims the company's policies have set back Civil Rights. Or take Nextdoor, a company that has seemingly taken the notion of sundown downs digital, facilitating the [racial profiling of nonwhites](#) in neighborhoods.

The reckoning didn't involve sharing the burden of risk associated with dangerous jobs. Covid-19 has highlighted how Black and Brown workers are overrepresented in essential jobs at the bottom of the labor hierarchy. Black and Latino's businesses disproportionately disappeared. And many companies relied on Black and Latino workers as they shifted workplace risks onto vulnerable populations. Slick public relations statements and ineffective diversity programming will not fix the problem of racial inequality in American organizations. Assume the problems of structural racism are based on individual bad behavior or external to organizations won't be solved through public relations statements or a diversity consultant. Most corporate diversity programming aims for self-preservation. An actual reckoning would begin with an honest and thorough examination of how your company contributes to the problem. Any meaningful change needs to deal with the ways racial inequality is built into hiring practices, how America's labor hierarchy is mapped onto ideas about race, and a wage structure that consistently places people of color at the bottom.

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Article 3



PhD Student Profile Tianyuan Yu

I am a Chinese immigrant living in Halifax, Canada, doing my second doctoral study in Management. In my thesis I tell a story about self-healing and self-empowerment. My thesis is based on my 2019 autoethnographic field study at four major American Zen centers, three of which had been directly impacted by sex scandals of founding abbots. I propose a Zen-informed feminist leadership model in relation to my own emotional and spiritual transformation. I also develop a Zen-informed feminist research methodology in the process of doing the research. I want to demonstrate how a Zen-informed feminist research as well as Zen-informed feminist leadership can be healing and empowering.

I had been wounded by various oppressive systems. In my first four years settling in Canada, I suffered from Eurocentrism prevalent in Canadian universities. I was not able to secure even one campus interview opportunity despite all my desperate job-seeking effort. Apparently, my doctoral degree, my 10-year teaching experience, my top-tier-journal publications were all deemed valueless simply because they were all earned in China. And I was just one of numerous immigrants who experienced similar devaluation. In those difficult years I felt powerless to change the status quo because I was not even granted an opportunity to have my voice heard.

I was also a victim of Chinese patriarchy and autocracy. Perhaps the most devastating wound of all was the domestic violence conducted by my father, which I suffered throughout my childhood and youth. I was able to heal this trauma, however, through my Zen research journey. This transformative experience enabled me to better deal with all challenges to come.

This story is worth telling because I want to inspire collective awakening. I know there are countless people suffering what I have suffered, and I want to let them know there is a way out. My own awakening has enabled me to be compassionate to everyone, both the abused and the abuser. In the Western social justice movement, I see black anger, white fragility, Chinese cynicism, and more. I understand that most of these destructive emotions, if not all, are the results of unhealed wounds and hidden fears. Those who abuse, have been abused. Those who are abused, might abuse others. Who is to be healed and liberated? Everyone is, regardless of gender, race, ethnicity, class, or anything. Where there is suffering, there is a need to heal. The wisdom that one needs to tackle life challenges only lies in a healed and fearless heart.



Tianyuan Yu is an Assistant Professor in the Department of Business and Tourism at Mount Saint Vincent University in Halifax, Canada. She holds a PhD in Management from Sun Yat-Sen University, China and has been doing her second PhD in Management at Sobey School of Business, Saint Mary's University since 2015. Tianyuan possesses extensive teaching experiences both in Canada and in China. Prior to joining the Mount, She worked as a full-time Assistant Professor (term position) as well as in various part-time teaching positions at Saint Mary's University during 2013-2016. Before coming to Canada, she was an Associate Professor and Chair of Department of Business Administration at Beijing Normal University, Zhuhai during 2003-2013 and won many awards for her teaching excellence.

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Article 3



PhD Student Profile Tianyuan Yu

Religion and spirituality have long been marginalized in the Western academia. Zen Buddhism is even more so, compared with Christianity. Nonetheless, I had already realized, upon completion of my first PhD study, that Western “scientific method” had its limit and that there was alternative reality that cannot be revealed by the positivist approach. Science and religion/spirituality should be equally important, and the two domains must inform each other. Moreover, religion and spirituality are the inner sides of minority women’s leadership. Witnessing the testimonies of minority women leaders and being a minority woman myself, I understand that minority women cannot make it to leadership positions without a strong faith, be it religious or spiritual.

In my thesis I adopt a holistic, embodied writing style as opposed to conventional academic writing. There are three reasons for it. First, I decide that I am NOT doing a second PhD just to write a thesis in the same way I did for my first one. My first PhD thesis was a typical main-stream positivist research written in a conventional academic style. I reckon that there must be a reason why I had to do a second PhD, a reason that is beyond the job-seeking purpose - I need to demonstrate an alternative way of knowing through an alternative way of writing. Second, a holistic writing style echoes with the feminist call for embodied writing. I finally became a feminist in the fifth year of my second PhD. This was a conscious choice but also karmic in hindsight. Even though I have been supervised by a feminist scholar and surrounded by feminist cohort members, I had never identified myself as a feminist until experiencing an awakening moment during my 2019 field study. Third, I write my thesis for the wide English-speaking public, instead of for a few academics only. Ultimately, I write it for my life and for this world. Such a thing must be written in a holistic and embodied way.

“Only the wounded healer is able to heal” (Nakao, 1998). I am an aspiring wounded healer.

Select Citations

Refereed Book Chapters

- Yu, T. & Mills, A. ‘Zen Koan Pedagogy: An Alternative Approach to Management Education’. In M. Vu, N. Singh & N. Burton (Eds.) *Faith Traditions and Practices in the Work Context: Implications for Coping Mechanisms in Unprecedented Times*. Routledge. Forthcoming.
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- Yu, T. & Mills, A. (2021) ‘Cultural Learning Process: Lesson from Microhistory.’ *Journal of Management History*. In press.
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Meet the Team

Your CMS Division Executive



Division Chairs: Fernanda Sauerbronn and Amon Barros

Division Chairs Elect: Alison Pullen and Ozan Alakavuklar

Main Program Chairs: Caroline Clarke and Richard Longman

PDW Program Chairs: Alexandra Bristow and Ghazal Zulfiqar

Past Chairs: Patrizia Zanoni and Marcos Barros

Division Treasurer: Arturo E. Osorio

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Rep-At-Large Newsletter: Kristin S. Williams

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