

# Critical Management Studies Division

## Academy of Management

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## FROM YOUR NEWSLETTER EDITOR

Gabie Durepos, *Mount Saint Vincent University, Canada, Newsletter Editor*

*Dear CMS Colleagues,*

Though the December issue of the CMS Newsletter is usually dedicated to developing variations on the upcoming Annual AOM conference theme, our community has recently suffered the loss of two of its members, Heather Höpfl who passed away on September 3<sup>rd</sup> 2014 and Jan Schapper who died on September 24<sup>th</sup> 2014. Our community is deeply saddened by their loss. Heather and Jan were not only members of our CMS community but to many of us, esteemed colleagues, mentors, co-workers and friends. This December issue is dedicated to their memory.

To celebrate the life and contribution of Heather Höpfl, David Weir has written a personal rem-

iniscence of Heather as his colleague, and also close friend. Gavin Jack and Michelle Greenwood offer their commemoration of Jan Schapper in their piece entitled *Vale Dr. Jan Schapper*.

The December issue of the CMS newsletter also features division news, including thoughts on how the upcoming 2015 AOM conference theme *Opening Governance* can be of relevance to our CMS members. In particular, Banu and Paul, the CMS PDW co-chairs offer their reflections on the AOM conference theme in a call for professional development workshop proposals. The CMS conference co-chairs, Latha and Nimruji, elaborate on the conference theme in their call for papers for the CMS

main program. The last piece of the newsletter is dictated to revealing the new CMS emblem. Many thanks to each of you who took time to vote on the CMS emblem. Gavin Jack has spent an enormous amount of time organizing the logistics of the design and the voting process. We are also very grateful for his efforts. After seeing the new CMS emblem design and colors, you may notice that this issue of the CMS Newsletter is dressed in its colors.

On a final note, I would like to introduce Nadia deGama as the editor of the Comings and Goings column of the CMS Newsletter. As noted in the October 2014 issue of the CMS Newsletter, the standing Comings and Goings column is

dedicated to communicating news about our members' changes, in jobs, university affiliations, retirements and new appointments. Nadia's first column will appear in the March 2015 CMS Newsletter issue. Please email her directly with news: [ndegama@yorku.ca](mailto:ndegama@yorku.ca).

As always, please email me with items for inclusion in the CMS Newsletter, I can be reached at [gabrielle.durepos@msvu.ca](mailto:gabrielle.durepos@msvu.ca).

## SPECIAL ISSUE CALL FOR PAPERS

Entrepreneurs and Sustainable Urban Socio Economic Development, in the journal:  
NEW ENGLAND JOURNAL OF ENTREPRENEURSHIP (NEJE)

This special issue intends to bring together papers addressing the intersection of entrepreneurship, urban spaces, and social change. As the world becomes more urbanized, the urgency to provide sustainable products and services within urban communities, as well as the need to develop new types of urban spaces has increased in urgency.

<http://www.sacredheart.edu/academics/johnfwelchcollegeofbusiness/aboutthecollege/newenglandjournalofentrepreneurship/callforpapers>

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The Critical Management Studies Division is a forum within the Academy for the expression of views critical of unethical management practices and the exploitative social order. Our premise is that structural features of contemporary society, such as the profit imperative, patriarchy, racial inequality, and ecological irresponsibility often turn organizations into instruments of 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. Our critique seeks to connect the practical shortcomings in management and individual managers to the demands of a socially divisive and ecologically destructive system within which managers work.



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# Heather Höpfl: A Personal Reminiscence

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David Weir, *Professor Emeritus at Northumbria and Visiting Professor at Liverpool Hope, Edgehill and Lincoln Universities*

**M**y first meeting with Heather was at Lancaster University in 1976 at a conference of the BEANO. Gibson Burrell had inveigled me in to be the External Examiner for the exciting department he was heading. The other speaker was Hugh Willmott. I was woefully underprepared having driven down from Glasgow to Shap straight from a heavy round of meetings on some urgent matter at Glasgow University mercifully now forgotten. But I had ideas about statics and dynamics, about structure and process, about complex systems and systems failure and was starting an engagement with Bergson, Stafford Beer and Levinas that has persisted, so my piece was called “Organisation Theory, the Red and the Black.” Truth to tell Hugh Willmott who I was meeting for the first time was well prepared, knowledgeable and scholarly and my ramblings paled into mutterings faced with his rigorous and seamless eloquence. Gibson had asked if I minded if “one of his brighter doctoral students” could act as rapporteur of my paper as “it would be good for her and prove that we were taking the doctoral mission seriously”. Heather meticulous and kindly, picked the few kernels of sense in my argument and repackaged them into a coherent flow that represented the sense of the argument that I wished I could have said first.

Afterwards we talked a lot and learned that we had both been brought up by our granny and there was deep pain in the family experience of both of us. Also that Heather had very insightful practical experience of the engineering and manufacturing environment in which I was much engaged at Glasgow with several Teaching Company projects and my role on the Finniston committee on engineering in manufacturing. She could also drink beer and

was passionate about the theatre: my sister was and is a professional actor so theatre life was part of my life too.

As a research fellow and then senior research fellow Heather spent the next few years at Lancaster University where she established a reputation as a scholar with eclectic interests and strong command of the European philosophical and aesthetic traditions.

We kept in touch when Heather worked with the Dukes Theatre in Lancaster: we lived at weekends and in the summer in Garsdale and the Dukes was our local: years later my grandson appeared there in a reprise of “Oh, what a lovely war” and Heather giggled over my family pride. When I read some of Heather’s writings on dramaturgical perspectives on organisation, I reflect that Heather knew this scene from the inside as a Stage Manager and there is experiential sinew in her scholarly but compassionate analysis. She dealt with strong themes and was not afraid of the melodramatic gesture: she understood evil in organisational misbehaviour and brought a taste of The Duchess of Malfi to her analysis of organisations and their players.

When Heather moved to Bolton Institute, her energies of knowledge and involvement could be united in a major project, that of building a scholarly and relevant praxis in an unlikely place: she became the centre of a school in which concern for the student was paramount and deemed not less worthy than the scholarly enterprise that saw no need for national boundaries or rankings of preferred research styles. Her article contrasting the rhetoric and poetics of organisation-speak illuminated the dangers of allowing “self-development” to be appropriated as a managerial objective. Her paper on Safety Culture explored the rich

backcloth of organisational assumptions and the folly of cosmetic solutions to structural and processual issues.

She honoured me by asking me to help in the Bolton journey as a Visiting Professor and my involvement in her mini-conferences and research seminars became a highlight of my diary. There were always good, diverse, young scholars from Poland, Germany, Scandinavia and France and a genuine intellectual and collegial sparkle and liveliness to these encounters; I always wished that there was more time and knew that these face to face Socratic encounters were what our job is really about.

Together we established a peripatetic “little” conference on Risk, Crisis Safety and Systems Failure at Bolton and Bradford where new people like Clive Smallman cut their scholarly teeth and old lags like Gerry Mars renewed their vitality. Heather was a prime mover in the SCOS network and in the interface of Aesthetics and Organisation of which her foundational book with Steve Linstead had mapped the terrain. There are important themes in this collection. The exposition of the embedded significance of rhythm in organisational process re-introduced a theme unexplored since Baldamus in the 1950s. The discussion of the sacred links organisation analysis to literature, social anthropology and theology.

Heather’s chapter links personal, urban and systemic concerns in a posture reminiscent of Wright Mills. The short passage on her schooling in a milieu where she noted the “nastiness and viciousness of children and their intolerance of difference” is striking in its recollected insight and the recounting of the teacher lifting up a schoolgirl’s skirt to



note that she was wearing an old dress as a blouse illuminates a structural dimension of disdain that is blisteringly telling in respect of the inequalities of today's society. Heather's use of her own experience is not just brave; it is exactly to the point, appropriate, and both personal and general: in her account, style substantiates reason and subverts statistics; she walks the talk in her mastery of discourse. In the discussion of the mortification of recollection, she posits that "death has no sting" and that classification colonizes.

These are fearful waters for theorists to enter but Heather never shirked the exposition of macro-themes by individual flashes of illumination linking to big, deep and personal concerns: that little girl stands proud on teacher's desk and shames us all. In some ways her very writing was that of the screenplay or the storyboard: the visual is never far away. Heather was by now naturally functioning as a leader in our trade, becoming a pivot for the displays of others and a reason for their practice and a tireless support for their careers. Her writing was always "critical" but never sectarian; measured but always powerful.

When I moved to Northumbria as Dean and Director of the Business School Heather was the person I wanted to lead one of the three major divisions of the School, that of the School of Operations Analysis and Human Resource Management in Newcastle Business School to integrate, to organise, motivate and lead us into the right way. Heather was a magnificent leader, efficient, inspirational and nurturing as well as deeply empathetic to those who wanted to learn, grow and contribute while rightly but silently contemptuous of those who thought that high titles and corridor influence alone were the ways of the scholarly world and

deceived themselves that no-one could see through their pomp and show. Heather would certainly have hated several aspects of this role but she would have made a wonderful Vice Chancellor. She did not like committees but she was quietly and honourably effective on them. She knew where the "mouth of hell" was on the campus.

Later, Heather came on board as a visiting scholar to Liverpool Hope University where she was respected for her theological scholarship as she trod with great poise the boards of an institution based on a former seminary and a merger of a Catholic and an Anglican College of Education: she knew the inwardnesses of these traditions and respected their tensions and deep rhythms, and her naughty girl giggle and astute judgements of people always enlivened these encounters.

At Essex she was accepted rightly as a world-leading scholar. Her work on women's roles in organisations tread easily over ferocious turbulent waters in which scholarly currents from organisation analysis, literary exegesis, radical theology and outrageous provocation merged. She wrote that in much of our theorising "the lady vanishes" but this was no simplistic gender-political rant but a grounded argument that respected historical evidence and para-cultural tradition.

But she was not too proud to help us at University Campus Suffolk, trying to grow a decent business school in unpromising circumstances, to lend her wise counsels to appointments of junior and senior staff and to induct young people, promising but inexperienced into the ways of the scholarly life. Her judgements were always robust and her sense of impropriety was to those around her a great solace: she knew good from bad and

good people from bad practice.

At conferences she continued as a role model and sponsor of the happiness and achievement of others. I remember lunching with Heather and Harro under the vines on a glorious summer day in Gattieres at a conference of old and new friends on Aesthetics, Business, Theatre and Poetry led by Pierre Guillet de Monthoux. Her contributions in the sessions were relevant, measured and creative, and her enjoyment of the day, the good discourse and the occasion for collegiality was joyous. Heather Höpfl was a light that lit up the often grey bureaucratic terrain of University life, a free thinker who refused to be corralled by the tedious regiment of rankings, status and condescension. She was a real star and an inspiration, a role model and a nurturer. There are very few like her in our business and none better.

The Catholic mystic Hildegard of Bingen wrote a short prayer that says "grant me O Lord, the energy of wisdom." Heather Höpfl had the energy of wisdom and the calm of empathy based on a genuine love of her craft and deep and wide knowledge of books, plays, ritual and symbols that enabled her critique to supervene posturing and ranting and above all a exemplifying a respect for others of all conditions without diminishing the strength of her judgements. She will be very much missed.

Cover her face. Mine eyes dazzle. She died young.

Skirpenbeck, October 2014



# Vale Dr. Jan Schapper

Gavin Jack, *La Trobe University, Australia*  
Michelle Greenwood, *Monash University, Australia*

It is with great sadness that we note the passing of Jan Schapper who died on 24 September, 2014, following a long battle with cancer. Jan was Co-chair of the Critical Management Studies Division and a passionate CMS scholar.

Jan was born in 1951 in Victoria, Australia, and was one of three sisters from a family of school teachers with communist ideals. She studied her Bachelor of Arts and Diploma of Education at La Trobe University in Melbourne, and initially went in to teaching after graduation. Her career then followed a number of different paths, working as a rehabilitation consultant, union organiser, and in HIV/AIDS health promotion before she joined Monash University as an academic in the mid-1990s. She worked at four different campuses of Monash's Department of Management over nearly 15 years, before returning to her alma mater in 2010 as a senior lecturer in the (former) Graduate School of Management. Jan retired in 2013.

One of the academic achievements that Jan was most proud of was the award of her PhD in 2004 on the topic of organisational change. Her thesis was no conventional study of organisational change; it drew upon cubism and a critical appreciation of art and aesthetics to advance understandings of change. One of Jan's thesis examiners was Heather Höpfl. Jan's intellectual kinship and friendship with Heather, some of it shared through Facebook, was especially important to Jan in her last year. They shared their experiences of cancer, as well as courage and frank-speaking in the face of their own mortality.

As a scholarly community, we have been fortunate to experience Jan's quiet determination to bring her political critique, moral awareness and relationality to critical management research and education. Deeply immersed in feminist, Marxist and psychoanalytic scholarship, Jan's research interests included higher education (notably

internationalisation issues and student research skills development), critical approaches to business ethics and CSR, and workplace equality and diversity. At Monash University, Jan developed the first Master's level units in business ethics and CSR, and at La Trobe University, taught MBA subjects in business ethics, diversity, CSR and business in society. Jan was an outstanding educator whose unsurpassed teaching, mentoring and supervision skills had a profound and personal impact on hundreds of students.

Jan wanted to make a contribution, and to get to the things that mattered, especially teaching and learning. Jan was co-founder of the Australasian Business Ethics Network (with Campbell Jones and Michelle Greenwood in 2010), co-convened the 2010 ACSCOS (Australasian Caucus of the Standing Conference on Organizational Symbolism) conference in Melbourne (with Julie Wolfram Cox) and, of course, was co-chair (with Gavin Jack; 2010-15) of the CMS Division. Jan and Gavin wished to continue the honoured CMS tradition of sharing the chair role, drawing upon their friendship to share the practical tasks and get things done. Jan was especially keen that the CMS Division pay attention to questions of critical pedagogy, teaching and learning, and to ensure that it provides a supportive and friendly forum in which future scholars can develop their work. As Division members, we should honour Jan's legacy by continuing to build our community of scholars.

Those of you who knew Jan would have had the privilege of experiencing her extraordinary presence and energy; they were as subtle as they were singular. Her way of being was very definite, yet without being imposing. She brought thoughtfulness and respect to every endeavour and interaction in her life. Jan is survived by her husband Rob, and her son Joe. On behalf of all CMS Division members, we send our deepest condolences to Jan's family and friends.

## Now headlining at the 2015 Academy of Management, *Opening Governance!*

A very promising theme for critical and creative thinkers

Banu Özkazanç-Pan, *College of Management, University of Massachusetts, USA, PDW Co-Chair*  
Paul Donnelly, *College of Business, Dublin Institute of Technology, Ireland, PDW Co-Chair*

### A CALL TO ACTION!

Once again, it is that time of the year when we ask our members to put their creative caps on to craft professional development workshops (PDWs) that will captivate the interest of the Division's members, along with those of other divisions, at the Academy's 2015 meeting in Vancouver.

As a meeting theme, "Opening Governance" presents a wonderful canvas on which to paint critically inspired PDW possibilities, as we open up the black-box of governance and draw attention to how diverse actors and interests produce the policies, practices and effects of governing. Thus, there is scope for engaging with the theme in terms of: thinking about and doing opening governance; different forms of governance (corporate, hybrid, pluralistic); the reach of governance (multi-jurisdictional, transnational); and theorizing governance. Of course, we very much welcome proposals that address issues unrelated to the 2015 theme, as long as they are consistent with the CMS domain.

Teaching from a critical perspective is essential to what we do. Hence, PDW proposals could tackle, for example: what it means and looks like to teach from a critical perspective; how to create critical and collaborative learning spaces to both challenge the status quo and encourage other ways of seeing and doing; how to inform possibilities for social change that can be enacted through curriculum, ideologies, and practices that are espoused in classrooms and beyond; or how critical scholars might engage individually and collectively with conversations on the role of business schools and business education in and across societies.

Likewise, critical scholarship and research is central to what we do. Thus, PDW proposals could deal with alternative ways of presenting research to connect with a wider audience, such as documentary making, opinion writing, case writing, digital storytelling, artistic and creative endeavors, as well as new and emerging methods for collecting and analyzing data. Proposals could

also address issues of reflexivity, voice, representation, and praxis as they relate to epistemological and methodological concerns in the field. These discussions and approaches could also inform ways to think about scholarship and social change in the spirit of critical management thought and practice.

In addition to all of the above, we are very interested in hearing from members who are makers of (short) documentaries, creators of art and photographs, writers of poetry/drama/short story/spoken word, or composers of music of all kinds, all in keeping with a CMS ethos. If this is you, please contact both of us as soon as possible, as we are interested in experimenting with such creative possibilities as part of the PDW program.

All in all, PDWs present opportunities to engage critically, creatively, developmentally, interactively, inclusively and provocatively with topics/concerns of interest to our members, to likeminded practitioners, and to members of other divisions (offering possibilities for co-spon-

sorship). They afford spaces to explore and experiment with new formats, in addition to building on designs that have worked over the years, to question the status quo and propose alternative ways of seeing and doing organizations and organizational life. They also offer possibilities to partner and collaborate with local groups/organizations in developing proposals that would be delivered off-site.

By all means, contact us (**banu.ozkazanc-pan@umb.edu**; **paul.donnelly@dit.ie**) to discuss ideas you may have for a proposal, but do so as soon as possible, so we have time to work with you and you have time to then develop your proposal well in advance of the submission deadline, which is Tuesday, January 13, 2015. The success of the Division's PDW program depends on you, so let the critical and creative thoughts flow!

## Opening Governance:

### How members can contribute to the CMS Main Program

Latha Poonamallee, *Michigan Technological University, USA, Main Program Co-Chair*

Nimruji Jammulamadaka, *Indian Institute of Management, Calcutta, Main Program Co-Chair*

We are looking forward to putting together an exciting scholarly program at the 2015 Academy Meeting in Vancouver. To this end, we invite paper and symposium submissions. We particularly encourage symposia that would appeal to both CMS members and others beyond our division providing an opportunity for cross-divisional conversation and collaboration. We feel the CMS division is naturally aligned with concerns of SIM, GDO, ONE, and ODC, owing to our shared concerns about the social world at large.

The theme this year, 'Opening Governance' is very appropriate and well suited to the CMS agenda

of questioning taken-for-granted social and economic orders surrounding organization and business. Theme related research papers and symposia could explore the relationship between existing governance systems and CMS concerns using critical theories. Papers focusing on economic and management frameworks that provide radical alternatives to the existing governance systems are also welcome.

Possible questions pertinent to the AOM theme may include the relationship between existing governance systems and the big issues such as legitimization of the profit imperative, and global or local inequalities such as race, gender, class, religion and other forms of

identity, exploitation of the other including the indigenous populations, workers, and extinction of species and loss of biodiversity. We also look forward to submissions that propose ways in which CMS theories, principles, and practices be used to create alternative governance systems that can challenge conventional managerial action and decision making processes. We are also particularly interested in the examination of the role of big data including social media in enabling governance activism and critique.

We welcome all submissions related to the CMS Domain. We particularly invite joint symposium proposals with co-sponsorship

from other divisions. The Division awards include Best Paper, Best Doctoral Student Paper, Best International Business Paper, and a new Best Critical Management Education Paper, Best 'Dark Side' Case, Best Doctoral Dissertation and Best Developmental Reviewer.

The deadline for submission is January 13, 2015 at 5PM US Eastern Time. Either or both of us will be delighted to discuss potential submissions, especially symposia. Please contact us at [poonamallee@gmail.com](mailto:poonamallee@gmail.com) and/or [nimruji@gmail.com](mailto:nimruji@gmail.com). We also remind you to sign up as a reviewer: <http://aom.org/annualmeeting/review>.

## ANNOUNCING EMERALD'S NEW CMS BOOK SERIES

### Emerald Book series edited by Albert Mills

As the series editor I am looking for book proposals from across the various communities of critical management scholarship, including ideas for amended doctoral theses through to new book projects.

- For proposal style, see:

<http://www.emeraldgrouppublishing.com/products/books/authors/submit.htm>

- Please send your proposals to me at [albert.mills@smu.ca](mailto:albert.mills@smu.ca), subject line: EMERALD.

- Albert Mills

## IDC5+ASAC+CJAS – The Halifax 2015 Links

### IDC5 JUNE 10-12

2015 will see the fifth International Doctoral Consortium (IDC5) to be held at the Sobey School of Business of Saint Mary's University (Halifax, Nova Scotia, Canada) on June 10-12.

The consortium is built around presentations, roundtables and discussions of students' work and a series of broadly critical and qualitative workshops on a range of topics and methodologies. Past doctoral consortiums have included workshops on Critical Discourse Analysis, Narrative Analysis, Critical Historiography, Actor-Network Theory, Critical Sensemaking, Getting Published, Careers for Critical Scholars, etc. This coming year's keynote speakers are Anshuman and Pushkala Prasad:

<http://www.smu.ca/academics/sobey/phd-mgmt-international-doctoral-consortium.html>

### ASAC JUNE 13-16

In 2015 the annual conference of the Administrative Sciences Association of Canada (ASAC) conference will also be hosted by the Sobey School of Business, from June 13-16. The timing of the conference and its location provides a unique opportunity for students and faculty attending IDC5 to attend ASAC – which is the main scholarly association of business faculty in Canada:

<http://www.asac.ca/conference.php?cat=current>

### CJAS

The Canadian Journal of Administrative Sciences Association (CJAS) is the ASAC journal (published by Wiley) that typically gains many of its papers from the annual ASAC conference. This is a further opportunity for IDC5 faculty and students to get a paper into an important management conference and, beyond that, into an ISI ranked journal:

[http://onlinelibrary.wiley.com/journal/10.1002/\(ISSN\)1936-4490](http://onlinelibrary.wiley.com/journal/10.1002/(ISSN)1936-4490)

...COMING TO HALIFAX: 2015

## JOIN THE CONVERSATION

Rooted in the modern traditions of social science, management scholars have been an established scholarly profession since over half a century. For the first time, the Academy of Management is launching its first inward looking, reflexive and reflective look at the management scholarly profession.

This initiative, sponsored by AoM's Ethics Committee and stewarded by the subordinate Ethics Education Committee, is open to all Academy members.

As a member both of CMS and AoM's EEC, I invite all scholars who define their studies as critical to join this conversation. I venture few CMS members would disagree a critical voice needs to be heard in this particular space.

Alex Stewart, another member of EEC, whom I invited to introduce this initiative at CMS' 2014 business meeting in Philadelphia, has initiated a first, online discussion space in the form of a mailing list. It may be subscribed and past posts parsed at <http://aomlists.pace.edu/scripts/wa.exe?SUBED1=RMSP&A=1>. If this is your first time there, step 1 is invent a new password longer than 8 characters and step 2 is forget the password in question (step 2 is optional).

Alex is particularly interested in any published critical studies of management scholars that may have escaped his initial bibliographical efforts.

Critically yours,  
Marc Idelson

## DARK SIDE XIV: CASE WRITING COMPETITION

### Time to prepare/refine your Dark Side cases!

The Critical Management Studies (CMS) Division of the Academy of Management (AOM) is pleased to sponsor the Dark Side XIV Case-Writing Competition. Now in its fourteenth 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. *Unlike mainstream cases, critical cases question and challenge taken-for-granted mainstream corporate and management conceptual frames, mental models, values, paradigms, practices, processes and systems.*

Dark Side Cases are an important support to critical and heterodox management teaching, and the Dark Side case competition has permitted the development of a broad range of teaching materials and ideas over the past fourteen

years. A selection of the best cases has been published in two volumes (<http://www.amazon.com/The-Dark-Side-Critical-Downside/dp/1906093202> and <http://www.amazon.co.uk/The-Dark-Side-Critical-Downside/dp/190609392X>).

The deadline for submissions is January 13, 2015, 5:00 p.m. ET (New York time) via the AOM submission system.

Entries to the competition will be reviewed by an international panel of reviewers that will select 3-5 finalists (depending on the number and quality of the submissions). Authors of the best cases will present them at a symposium session in the CMS Division's main scholarly program at the 2015 AOM Conference in Vancouver, Canada. From the finalists, one entry will be selected for the "best case award". The other finalists will receive a certificate.

Please send inquiries to Jonathan Murphy ([murphyj3@cf.ac.uk](mailto:murphyj3@cf.ac.uk)) using the subject line Dark Case Competition.

## COMINGS & GOINGS

In order to maintain a sense of community within our division we have launched a new column in our CMS newsletter entitled, Comings & Goings, which is dedicated to capturing movement, and updates that pertain to our members. These include changes in job, university affiliations, new appointments and retirements.

Please send any updates to our *Comings & Goings* column editor, Nadia deGama at [ndegama@yorku.ca](mailto:ndegama@yorku.ca) by February 1, 2015 for your news to be included in the March 2015 issue of the CMS Newsletter.

- Nadia deGama

## The Non-Logo:

### The CMS Division has a Visual Symbol!

Raza Mir, *William Paterson University, USA, CMS Division Chair*

**T**he CMS Division now has an emblem (in deference to our non-commercial sensibilities, we will use that word rather than “logo”). A quick background: the Executive Committee had felt that for communication within the AOM space, CMS needed a visual identifier. A few alternative designs were developed by Gavin Jack with the help of visual designers. At the AOM meetings in Philadelphia, the CMS Executive Committee picked two finalist alternatives, which were presented to the membership. The current emblem represents their final choice. 180 members voted (a significant number, way ahead of AOM averages), and the present choice garnered over 60% of the vote.

The membership, by and large, seem to have appreciated the choices before them. Of course, CMS being a highly unusual and interesting division, we had a few principled dissenters. Most people

who did not like either choice either found the color scheme too tame (“Why not a red hand? Red-green coalition has some history”), found the idea of a logo itself problematic (terming it “a very corporatist mainstream position for a ‘Critical’ Management Studies Division”), or simply wished for something different (“Why not something more revolutionary? I mean a symbol of revolution or Marxism”). All such feedback will hopefully resurface when we reconsider our emblem in three years. In the meanwhile, this visual symbol, which was designed to be inclusive and non-corporatist, stands adopted as the official emblem of the CMS. We just plan to use this as a visual identifier of official CMS communication, and those of you who wish to use this symbol for any of their own communication may feel free to do so, subject to fair-use considerations.



**Critical Management  
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