

2025 ISSUE 3 · NOVEMBER

CMS NEWSLETTER

CMS is a Division of the Academy of Management



Editor's Note

BY KESHAV KRISHNAMURTY

Dear Colleagues,

The historic 85th Annual Meeting of the Academy of Management in Copenhagen, Denmark in July 2025 was the first to take place outside North America, and it was a resounding success. In our November newsletter, we include Ann Lee's wonderful pictures of AOM and continue Daniela Aliberti's wonderful "Conversations that Resist" series. We also feature the call for the next Dark Side Case Competition, a message from our friends at the Capri Summer School, Awards for Best Paper, Best Reviewer and Best Doctoral Thesis, and special reflections by Kathleen Hughes, Katherine Parsons and Bill Harley.

If you would like to respond to a piece in the CMS Newsletter, become a contributor, issue a call for papers, or anything else, please get in touch with me at either keshav.krishnamurty@acadiu.ca or keshav.krishnamurty@iiml.org.



THIS ISSUE

Page 1: Editor's Note

Page 2: A Message from the Division Chair

Page 4: Scholarly Program

Page 5-7: Best Paper Awards, Best Dissertation Awards, Best Critical Doctoral Thesis Awards

Page 8: AOM 2025 Through the Eyes of a First Timer

Page 10: Grateful Reflections on My First AOM Travel Meeting as a CMS Travel Bursary Recipient

Page 14: Dark Side XXV: AOM CMS Division's Case Writing Competition

Page 19: Reflections on Plenary 'Meet the Editors: Exploring Publishing Opportunities in CMS', AOM 2025, Copenhagen

Page 20: Focus on qualitative methodologies: the Capri Summer School as a place for dialogue and research for young researchers

Page 23: Conversations That Resist : Complicit, Committed, Conflicted: On Writing with and not over

Page 27: Meet you CMS Division Executive Team



Critical
Management
Studies
A Division of the Academy of Management

A MESSAGE FROM THE DIVISION CHAIR

PENELOPE MUZANENHAMO



Dear CMS Community,

The past year has been challenging for many of us. We have found ourselves questioning our abilities, our influence, and the impact of our scholarly voices in the face of political events that reminded us of the limits of our reach—especially at the moments when impact was most needed. Some of us have been singled out, intimidated or even threatened within academic spaces that should protect and empower us.

These experiences along with internal conflicts and debates have reminded us of who we are as Critical Management Scholars—critical of ourselves, of others, and above all, of all forms of injustice. In doing our best, guided by our convictions as CMS scholars, we may have at times hurt others or ourselves. Yet through it all we managed to persevere as a community.

And today we stand together: Still there, still here, still committed, and still hopeful.

It is therefore my pleasure, and on behalf of the CMS executive team elected by many of you, to welcome you all to the 2025-26 academic year, as the first Black African Woman Chair of the Critical Management Studies Division of the Academy of Management. Working closely with the entire CMS executive team, and building upon the efforts of previous Chairs, and the foundation laid by you our Community, I will continue to represent the Division to the best of my ability. I will continue to ‘speak truth to power’ and ‘tell truth to people’ as long as doing so does not constitute an act of recklessness. From witnessing the genocide in [Palestine](#) I believe I have learned to distinguish between bravery and recklessness and I continue to learn every day.

Our last Annual Meeting in Copenhagen (2025) was truly special. We witnessed a remarkable resurgence in [membership](#), and inspirational engagement. This was all due to your collective contributions, and the commitment of our 2024-25 Division co-Chairs: [Alexandra Bristow](#) and [Ghazal Zulfiqar](#); PDW co-chairs: [Seray Ergene](#) and [Jennifer Manning](#); our Dark Side Cases Leader: [Marke Kivijärvi](#); Our Main Scholarly Programme co-Chairs: [Marcus Gomes](#) and [Paulina Segarra](#); our Representatives at Large: [Fabio Prado Saldanha](#), [Ann S. Lee](#), and [Vijayta Doshi](#); our Division Volunteer: [Katherine Parsons](#); our Newsletter Editor: [Keshav Krishnamurty](#), and; our Division treasurer: [Arturo E. Osorio](#).

In particular, our PDW co-Chairs, and Main Scholarly Programme co-Chairs worked tirelessly to build a strong and



meaningful programme, attracting hundreds of attendees who were keen to listen to CMS scholars as they presented their ground-breaking research. This very successful delivery of our programme in Copenhagen also benefitted from the immense contribution of our 2024-25 Division past co-Chairs: [Caroline Clarke](#) and [Richard Longman](#). As we move forward into this year (2025-26) with both humility and determination we welcome our new PDW co-Chairs, [Marco Distinto](#) and [Victor Perez Moraga](#), who join the Division in service to a Community they deeply believe in.

The volunteer work undertaken by CMS executive team members on behalf of our Community is not easy. It demands countless hours, sleepless nights, difficult decisions, and strong institutional support from home organisations, which invest resources—including funding to cover AoM membership fees, conference registrations, and travel and subsistence costs for Division representatives. It is your continued support and encouragement—and the professional growth witnessed among some of you (including ourselves)—that make this work more purposeful.

It is understandable that, at times, some Community members (myself included) may consider leaving the Division because they specifically feel disillusioned or let down by the system, processes or even by others—including ourselves as your Division representatives. That is understandable. But I believe we must also ask ourselves: [then what?](#) If we all quit, if we all resign, what becomes of our collective mission as Critical Management Scholars? Is the ‘little’ that we believe we can achieve not worth the fight?

Imagine if Mother Teresa, Wangari Maathai, Mahatma Gandhi, Rosa Parks, Michel Foucault, Stella Nkomo, Judith Butler, Martin Luther King, Paulo Freire, Nelson Mandela and Greta Thunberg—just to name a few—had quit. What kind of World would we live in today?

May we continue to hold one another up, challenge one another with compassion, and uphold our vision for just, inclusive and more equal organisational spaces, and societies. Despite occasional efforts to intimidate or humiliate some members or our Community, the work we collectively do as CMS scholars matters. There is nothing unscientific, non-rigorous or ‘deep-state’ about engaging in analyses aimed at creating a better world for everyone.

With best wishes

Penelope Muzanhenhamo PhD, AoM-CMS Division Chair (2025-26)

SCHOLARLY PROGRAM 2025

BY MARCUS GOMES AND PAULINA SEGARRA



This year's Academy of Management Conference was particularly special for our Division. Not only was it the first time the conference took place in Europe but it also marked a record-breaking year for the CMS community in terms of participation and engagement. The enthusiasm around critical scholarship as well as deep, reflexive conversations about management, organization, and society could be felt in every session, corridor chat, and after-panel informal gatherings.

We received a record breaking 180 paper submissions of which 90 were accepted for presentation across 19 thought-provoking sessions. These sessions reflected the richness and diversity of our field spanning themes of care, decoloniality, social justice, activism, and the everyday politics of organizing. In addition, the quality of the 23 symposia proposals was truly impressive and 18 were selected for inclusion in the program, each offering a unique space for critical dialogue and collaboration, across AOM divisions.

We extend our heartfelt thanks to everyone who submitted their work. Your contributions form the backbone of our community and showcase the intellectual courage and creativity that define CMS. We are equally grateful to our 157 reviewers whose time, care, and critical insight ensured that the review process upheld the Division's spirit of constructive engagement. Your dedication makes this collective endeavor possible.

As part of the program, we crafted two plenaries that reflected the diversity and strength of our CMS division. The Emancipation, Social Change and Education plenary explored the foundational roots of CMS and its enduring commitment to emancipation, social justice, and environmental change. The plenary reflected on CMS's tradition of critiquing neoliberalism, (anti)racism, and neocolonialism while highlighting emerging areas that expand critical thought and transformative education. The second plenary was Meet the Editors: Exploring Publishing Opportunities in CMS, it has been a long time since the most important journals of critical scholarship were together exploring ways to publish critical research (see more on this on this newsletter). We had the contribution of a diverse range of journals (QROM, Organization, Management and Learning, JBE, Organization Theory and AMLE) demonstrating the strength of our community! We would like to thank all panelists, editors (and journals), chairs and participants! We believe that they were powerful and enriched plenaries, thankfully to your thoughtful reflections and generous insights!

This year's awards were another highlight, celebrating excellence across the Division. We proudly presented 13 awards recognizing outstanding scholarship, engagement, and contribution to the CMS division. This would not have been possible without the generous partnership of 10 outstanding journals, whose ongoing support is vital to advancing the Division's mission and amplifying critical scholarship. We also recognized four of our reviewers for their exceptional efforts and thoughtful feedback across different categories. These recognitions are a testament to the care and intellectual generosity that sustain our Division year after year.

Beyond the numbers, what stood out was the sense of community. From lively Q&As to informal conversations, this year's conference reaffirmed that CMS continues to grow as a space of connection, critique, and care. Thank you to everyone who made this year such a success, we can't wait to see what next year brings.

BEST PAPER AWARDS 2025



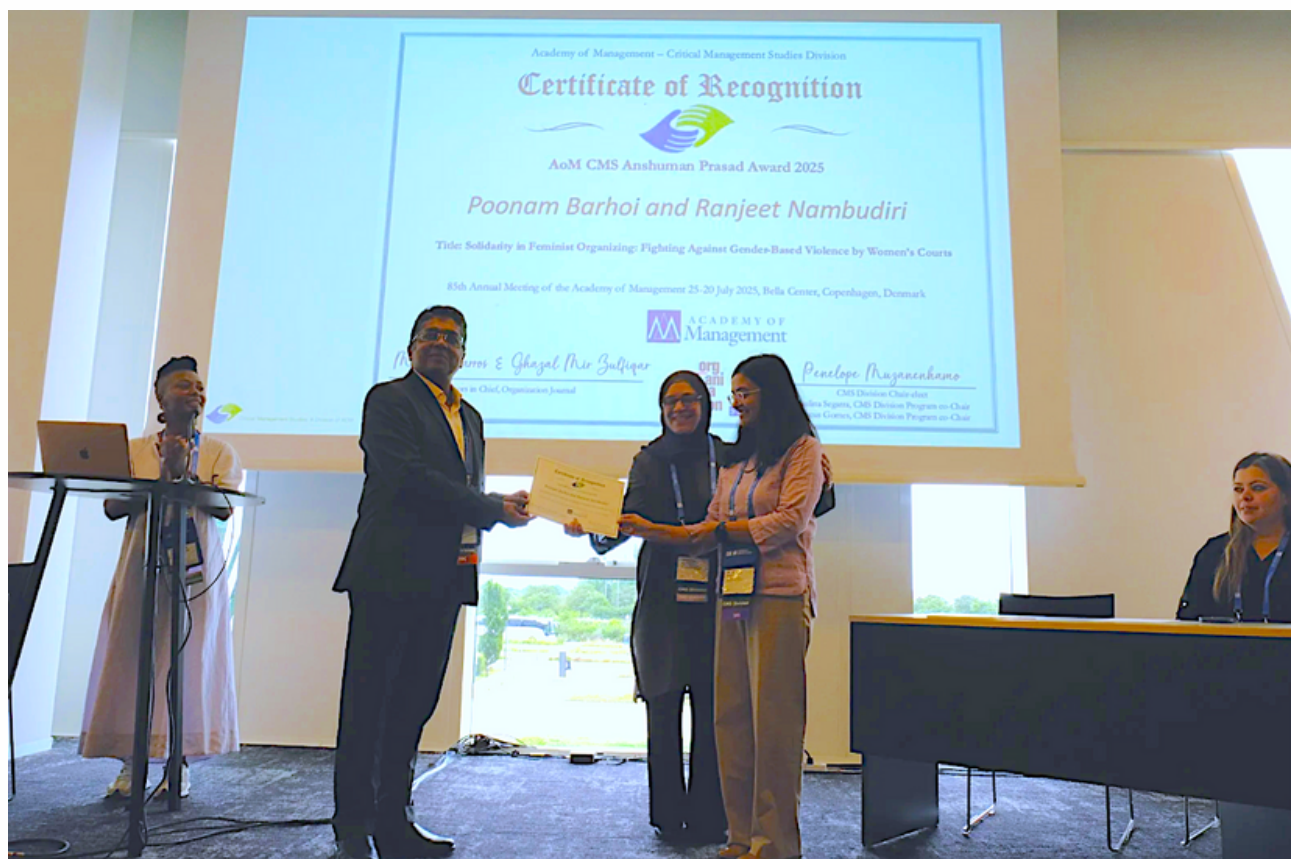
Award	Sponsor Journal	Best Paper	Author(s)
Best Critical Paper	Organization	Military State Capitalism, Business Responses, and Private Sector Development	Htewe Htewe Thein
Best Doctoral Student Paper	Organization	Sexism in Silicon Slopes: Religion and Gendered Organizational Structures in the New Economy	Alyssa Calder-Hulme
The Professor Anshuman Prasad Award for the Best Paper on Postcolonial Scholarship and Decolonial Practice	Organization	Solidarity in Feminist Organizing: Fighting Against Gender-Based Violence by Women's Courts	Poonam Barhoi & Rajeet Nambudiri
Best Critical Management Learning and Education Paper	Management Learning	A Power/Care Approach to Explain the Persistence of PhD Suffering in Business Schools	Manuel F. Ramírez, Karine Revet, Anne Antoni & Marcos Barros
Best Critical Organization Studies Paper	Organization Studies	Fantasies of Freedom: Employees' Lived Experiences Under Neo-Participative Management	Hélène Picard, Tammar Zilber & Paolo Quattrone
Best Critical International Business Paper	Critical Perspectives on International Business	The Role of Law in Perpetuating "Corporate Violence"	Juliette Cermeno, Wafa Ben Khaled & Elise Lobbedez
Best Critical Ethics Paper	Journal of Business Ethics	Estranged in Their Homeland: Societal Control and Disinherited Workers on a Made in France Shopfloor	Sanjana Goreeba & Dima Younes
Best Critical Leadership Paper	Leadership	Redefining Leadership for Gender Equity in International Culinary Networks	Eric Guthey, Nicole Ferry & Marin Lysák
Best Critical Human Relations Paper	Human Relations	Unravelling Structures of Parental and Childfree (Dis)Advantage	Anne Theunisen
Critical Imagination in Qualitative Methods	Qualitative Research in Organizations and Management	Making a Case for Utopia: Unveiling Alternative Futures Through Speculative Audiovisual Media	Anna Beatriz Niteroi
Most Promising Early Career Paper	ephemera	Identity Regulation as Sweet Talk: A Study of New Members of the Parliament	Anna Kevätsalo
Dark Side Case Award	Routledge	Leadership, Legacy, and Accountability	Richard Longman & Stewart Campbell
Best Paper on Writing Differently	Culture and Organization	Moments of Care in and Among Ravaged Reveries: Etuaptmumk Weavings of Community with Compassion	Stefanie Ruel, Adriana Van Hilten & Angel Henchey

BEST REVIEWER AWARDS 2025



Award	Reviewer
Most Developmental Reviewer	Maja Korica
Outstanding CMS Reviewer	Jussara Pereira
Best CMS Reviewer	Yamini, N G
Best Emergency Reviewer	Amon Barros

THE WINNERS OF THE AOM CMS ANSHUMAN PRASAD AWARD 2025, POONAM BARHOI AND RANJEET NAMBUDIRI (BELOW)



2025 BEST CRITICAL DOCTORAL DISSERTATION/THESIS AWARD (SPONSORED BY ORGANIZATION)

BY PENELOPE MUZANENHAMO



Since 2005, the Critical Management Studies Division has been running the Best Critical Doctoral Dissertation/Thesis competition, sponsored by the journal [Organization](#). While the Division's co-Chairs-Elect oversee the process—ensuring the anonymisation of submissions for review and engaging with reviewers—the Division's past co-Chairs, current co-Chairs, and the co-Chairs-Elect themselves play an important role in supporting candidates and the entire process.

For the 2025 competition, the Division received 18 submissions of exceptionally high quality from across the world. Each paper was reviewed by at least two experts, and a total of more than 50 scholars evaluated the eighteen submissions.

The 2025 winner of the Best Critical Doctoral Dissertation/Thesis was: "Imagining the Future of Work: Themes in Managerial and Science Fictions", by [Kathleen Hughes](#), Anglia Ruskin University, UK.

The runner-up was: "Precarity and Patriotism on the Made in France Shopfloor" by [Sanjana Goreeba](#), University of Luxembourg, Luxembourg.

We thank the journal [Organization](#) and our dedicated reviewers for their valuable support.

Thank You Reviewers!

Alex Bristow	Darryl B. Rice	Julia Roloff	Nicole Dillard
Alexander Fleischmann	Dave Watson	Kate Kenny	Nyarai Simbarashe
Alexander Paulsson	Domenico Napolitano	Katrin Muehlfeld	Paul Upham
Angela Martinez Dy	Elizabeth Morrison	Keshav Krishnamurty	Rashedur Chowdhury
Annalisa Murgia	Fabiola Gerpott	Laura Colombo	Raza Mir
Anne ANTONI	Fahreen Alamgir	Luigi Maria Sicca	Rick Colbourne
Anselm Schneider	G. 'Hari' Harindranath	Luke Fletcher	Rick Delbridge
Banu Ozkazanc-Pan	Genevieve Shanahan	Maja Korica	Snehanjali Chrispal
Bobby Banerjee	Giacomo Zanello	Marcos Barros	Steen Vallentin
Carl Rhodes	Gianluca Miscione	Mark de Rond	Steffen Boehm
Christian De Cock	Irene Skovgaard Smith	Marke Kivijärvi	Stephanie Missonier
Christina Purcell	James Scott Vandeventer	Martin Parker	Tsedale M. Melaku
Daniel Kinderman	Jonathan Zinman	Mukta Kulkarni	

AOM 2025 THROUGH THE EYES OF A FIRST TIMER

BY KATHLEEN HUGHES



I attended my first ever Academy of Management conference in July 2025 as a recently graduated PhD student, and as the winner of the CMS best doctoral thesis award 2025 for my work on 'Imagining the Future of Work: Managerial and Science Fictions'. It was my first time in Copenhagen, too, adding to my general excitement and intrigue about what the days would hold.

I had heard various things about the AoM conference from veterans – that it can be a very packed and intense few days, and that it's best not to overstretch your schedule, as it becomes a matter of diminishing returns. With that in mind, I really appreciated having the CMS division as a label to help me decipher the density of the schedule, giving me a way to filter the panels and talks that were more relevant to my approach and interests.

CMS is naturally my intellectual home, and I was excited to meet people whose names I recognised from papers in 'real life'. My conference kicked off with a CMS Doctoral and Early Career Consortium first thing on the Friday after I arrived. I got a lot from that session and would encourage other PhDs and Early Career scholars to join similar events in the future. It was set up as group discussions on relevant practical themes (bringing criticality into pedagogy, publishing, the job market), with members from the CMS executive team circulating and providing first-hand perspectives from their experience. It was fairly informal, which I liked, as it gave me the chance to hear more about the work of the team in individual institutions and cities around the world. There's something about bringing work to life that can only be done, I think, through engagement with the individuals undertaking that work – how they bring criticality into teaching, how they build connections, how they bring their specific experiences and perspectives into the work and projects they undertake.

From there, the conference is a bit of a blur of sessions, papers and PDWs, alongside hastily snatched rumballs (Romkugler) from café points – a delicious Danish discovery that almost (!) made up for the lack of vegetarian sandwiches at the Bella Centre. I attended keynotes and 'meet the editor' sessions, PDWs on critical methodologies, ethnographical research, rethinking climate change futures, and rhetorical histories from non-Western perspectives. I missed sessions on violence and on animals because of clashes, and was not able to get into a session on real utopias because it was too full. I did everything that people warned about – packing my schedule, chopping and changing between sessions and feeling, at points, overwhelmed.

But alongside the sessions, as clichéd as it is to say it, was the value of connections made or strengthened – new faces, new introductions, catch-ups over drinks, tagging along to PDWs I had not yet clocked, and football games I do not know how to sit still through. I was also truly honoured to receive the CMS Doctoral Best Thesis Award, which was presented at the CMS Business Meeting on Saturday – especially seeing the excellent research undertaken by others who submitted to the award, and the important work undertaken in the CMS Division overall. Receiving the certificate was a special moment, and I was able to celebrate at the CMS social that evening.



AOM 2025 THROUGH THE EYES OF A FIRST TIMER (CONTINUED)

One of the standout experiences of the conference was the action taken against AoM's complicity in Palestinian genocide through the sponsorship of the Bank of America, which is on the BDS (boycott, divestment and sanctions) list. As an action, organised by the MOS Palestine Solidarity Working Group, we gathered at one of the central café points on Sunday and marched around the conference hall with banners, and I was pleased to see so much support from the Division.

That action had been preceded by a PDW that I had the honour to be a discussant for, run by Torkild Thanem, Sara Zaeemdar and Shoaib Ul Haq. That PDW was: 'The Sorry State of Critique in CMS: What is Wrong and How We Can Fix it?'. The genocide in Gaza and throughout Palestine was a main talking point, with participants interrogating the role of critique against activism and the weight of world events. One of the core dilemmas that I took away from the session was questioning the purpose of critique, namely, is it to sharpen our own conviction and understanding, or to talk across the divide towards our colleagues who may not be convinced of the same convictions we are? Is criticality about understanding, about attaining truth, or about persuasion, and does one always necessarily lead to the other? I am not sure, but that is the question that I left AoM thinking about.

RECEIVING THE BEST DOCTORAL THESIS AWARD FROM DIVISION CHAIR PENELOPE MUZANENHAMO (BELOW)



GRATEFUL REFLECTIONS ON MY FIRST AOM ANNUAL MEETING AS A CMS TRAVEL BURSARY RECIPIENT

BY KATHERINE PARSONS



I am incredibly grateful to have had the opportunity to attend the Academy of Management (AOM) Annual Meeting for the first time in Copenhagen this summer. Thanks to the generous support of the CMS@AOM Travel Bursary, I was able to experience firsthand what I had only previously encountered through LinkedIn updates, open-access sessions, and conference proceedings. None of these, however, compared to the energy, connection, and intellectual vibrancy of actually being there.

It was also my first time volunteering with the CMS@AOM Division, and I'm deeply thankful for the warm, generous welcome from the Executive Team as I dipped my toes into both the Academy and the CMS Division simultaneously.

From the moment I arrived, I was struck by the scale of the conference. I will never forget the daily rhythm of hundreds of scholars swarming like bees toward the iconic white Bella Center building in Copenhagen—collecting our weighty lanyards at the automated kiosks (a cruel pre-coffee test!) and navigating the vast conference space. The venue itself was enormous—confusing at first, with rooms spread across multiple levels and directions that didn't quite match the signage—until I discovered that I should look down at the arrows on the floor rather than the signage hanging from the ceilings and walls (urgently seeking caffeine at this point!).

While the pace and scale of the conference had the potential to be overwhelming, I found myself drawn into deeply thoughtful and energising sessions, workshops, and conversations. I was especially moved by the critical spaces curated by the CMS Division—spaces that encouraged us to pause, reflect, and ask important questions about our responsibilities as critical management scholars and educators. These moments challenged us to consider how our work might contribute meaningfully to more equitable, sustainable, and just futures—values that are central to my own research and practice.

I'm particularly thankful to the convenors, facilitators, and contributors to these sessions, and to the many colleagues—both familiar and new—who offered advice, support, and encouragement as I continue to shape my research and teaching practice. And a special thank you to those who reached out to share tips for first-timers, especially around pacing and taking time for reflection and rest—a gentle reminder I really needed, as someone who tries to do engage in everything and hates missing out!

The CMS@AOM community created not only an intellectually rich space, but one that was warm, inclusive, and supportive. From the free lunch vouchers (thank you!) to the informal and beautiful gathering at the Apollo Bar, CMS felt like home. It's a truly special division—and one I spent much of the week encouraging other attendees to join.



GRATEFUL REFLECTIONS (CONTINUED)

I kicked off the week by joining the CMS Doctoral Student and Early Career Scholar Consortium on Friday morning. This gave me the opportunity to connect with fellow PhD and ECR participants and meet my assigned mentor, [Jennifer Manning](#), to explore how we might deepen our engagement with critical management research, teaching, and impact. I hadn't expected to be moved to tears (in a good way) during the conference, but it happened more than once. There was a palpable sense of solidarity and shared purpose—a commitment to working together for collective good—that far surpassed my expectations. And this was in no small part due to the warmth and openness of the CMS Division, who fostered an atmosphere of inclusion, care, and genuine connection.

Buoyed by the energy of the ECR consortium, I stepped into my first CMS Executive Meeting as a divisional volunteer. It was an incredible behind-the-scenes look at the work and values that keep the division active and engaged—not only during the Annual Meeting but throughout the year. I was particularly struck by the team's commitment to inclusivity, critical scholarship, solidarity and social justice.

Over the course of the week, I attended as many CMS sessions as the program (and my now scaled-down, more balanced schedule) would allow. Highlights included:

- A [Meet the Editors](#) session featuring representatives from leading journals that encourage critical work, offering practical advice on navigating the publication process within these journals;
- A deeply powerful and moving [CMS Plenary: Emancipation, Social Change, and Education](#) session with contributions from [Ana Maria Peredo](#) and [Laura Colombo](#) which invited us to reflect and rethink possibilities for social transformation through scholarship;
- And the humorous and thought-provoking [CMS Keynote: "Back to Business! Or, Why I'm Trying To Reinvent Myself as an Organizational Ethnographer"](#) by [Torkild Thanem](#) which encouraged us to spend more time inside the type of organizations we critique as critical management ethnographers.

On the final day, I had the privilege of presenting my paper ["Building a Purpose-Driven New Venture"](#) co-authored with [Rick Delbridge](#) in the CMS track session ["Organizing Otherwise"](#) expertly (and spontaneously!) chaired by [Daniel Fisher](#). I am incredibly grateful to those who turned out on the last day to support me, hear about my work and offered thoughtful, constructive feedback. Your comments are helping us strengthen the paper and shape it into something I hope will make a valuable contribution to the field.

As an early-career scholar, the opportunity to attend AOM meant far more than access to sessions or proximity to leading voices in the field. It meant visibility. It meant encouragement. It meant being reminded that I belong in this global community of scholars committed to using research for social good.

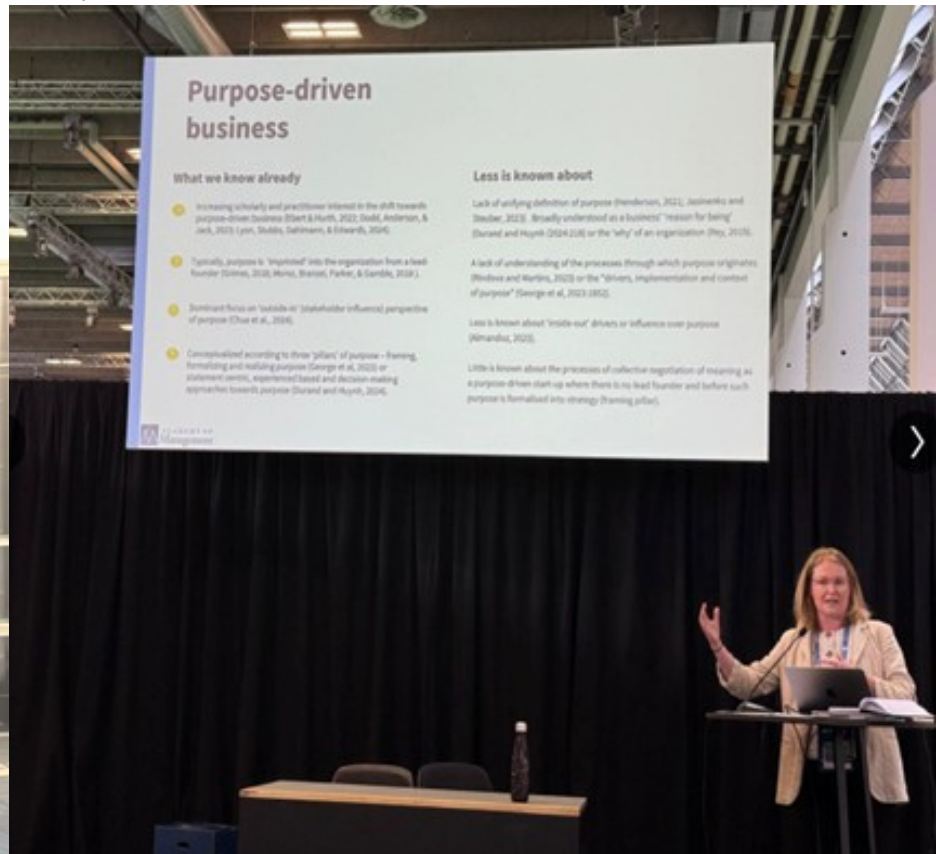


GRATEFUL REFLECTIONS (CONTINUED)

For ECRs navigating academia with limited resources, the CMS Travel Bursary doesn't just enable attendance—it opens a door that might otherwise remain closed. I am immensely grateful to the CMS Division for their financial support. A few highlights are captured in the photos below.

I left AOM inspired, re-energised, and excited to continue working with my mentor finding new ways to actively engage as division volunteer.

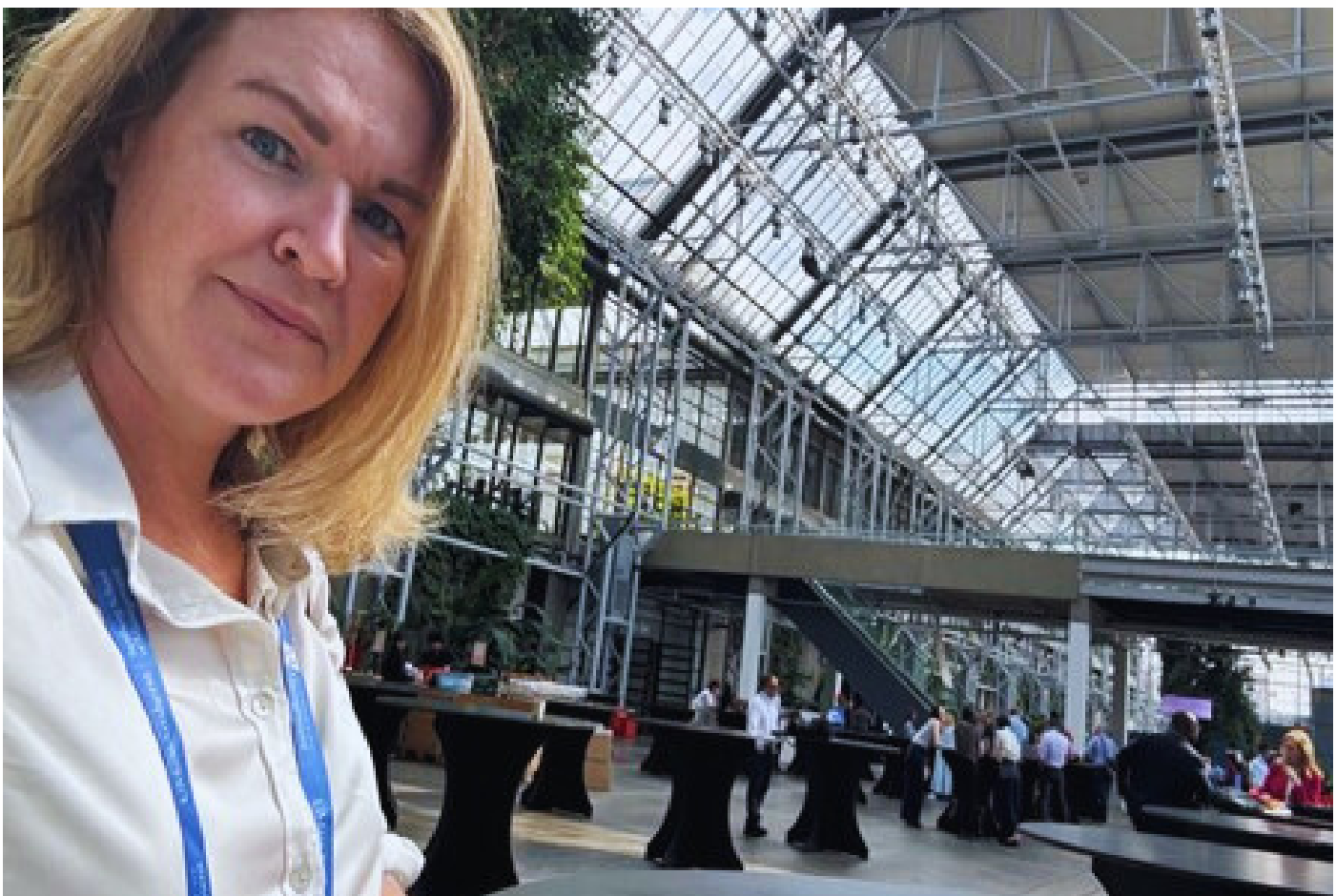
If you would like to get involved as a volunteer with CMS@AOM—please do reach out to [Keshav Krishnamurty](#) here - keshav.krishnamurty@acadiau.ca or keshav.krishnamurty@iiml.org. CMS is a community I'm proud to be a part of, and one I look forward to growing with in the years to come.



PRESENTING ON PURPOSE-DRIVEN BUSINESS
AT AOM 2025 (ABOVE)

AT THE BELLA CENTER ENTRANCE (LEFT)





URBAN EXPLORATION (ABOVE)

SAYING HELLO TO THE LITTLE MERMAID (BELOW)



DARK SIDE XXV: AOM CMS DIVISION'S CASE WRITING COMPETITION



BY MARKE KIVIJÄRVI

COMPETITION ORGANIZER

JYVÄSKYLÄ UNIVERSITY SCHOOL OF BUSINESS AND ECONOMICS, UNIVERSITY OF JYVÄSKYLÄ, FINLAND

2026 Dark Side Case Competition: Call for Submissions

Deadline for Case Submissions is **Tuesday 13 January 2026 17:00 EST (GMT-5/UTC-5)**, via the AOM submission center (the submission center opens in December 2025).

IMPORTANT: When submitting the case, the first three words of the PAPER TITLE must be 'DARK SIDE CASE:' – followed by the title of the teaching case, e.g. DARK SIDE CASE: TITLE OF THE CASE.

The Critical Management Studies (CMS) Division of the Academy of Management (AOM) is pleased to sponsor the Dark Side XXV Case-Writing Competition. Now in its 25th year, the Dark Side Case Competition is designed to encourage and acknowledge the development of teaching cases that provoke reflection and debate on the complexities surrounding organizations and management. Case submissions are encouraged to examine and bring to light the downsides of business that often remain hidden. Unlike mainstream cases, critical cases constitute a fundamental challenge and radical alternative to mainstream corporate and management conceptual frames, mental models, values, paradigms, practices, processes and systems. In this sense, critical cases also call forth context-sensitive examinations of global capitalism and opening spaces for case-based critical pedagogy beyond Western-centric perspectives. The competition is sponsored by Routledge. The award to the best case is a recognition certificate and a credit on Routledge books.

RATIONALE:

Business and management school case libraries are almost exclusively devoted to “best-practice” cases profiling business decisions faced by what are generally considered to be well-managed firms. The cupboard is relatively bare when instructors look for cases involving more typical, “just average” firms, or truly outrageously bad practices, or the sometimes damaging consequences of much-vaunted practices. We challenge this “bright side” bias for several reasons:

- “Dark side” cases can tell us a great deal about weaknesses of the broader system of business and of our society;
- There are many organizations that do very well for one set of stakeholders (e.g., owners) at great expense to other stakeholders (e.g., employees, local communities, nature); and
- Our students deserve materials that urge and support them to consider possible and appropriate actions if they are confronted with such practices, encourage them to explore organizations interconnectedness with complex socio-political issues from multiple perspectives, and support their development as responsible managers and experts.

DARK SIDE XXV (CONTINUED)

Contrary to dominant pedagogical and case writing imperatives, critical management scholars believe that teaching cases should provide a dimension of critical evaluation of business practices through the exploration of a wide range of perspectives that extend beyond the views and interest of management and ownership, and beyond the isolated goal of profit generation. Critical cases are an opportunity for students to challenge and imagine alternatives to mainstream objectives of contemporary capitalism rather than just reproduce them.

TOPICS & CRITERIA:

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

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

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

DARK SIDE XXV (CONTINUED)

We would like also to encourage participants to use innovative pedagogies and teaching formats in their cases, such as DRAMA, MUSIC, ROLE PLAY, VIDEOS, VISUAL ARTS etc.

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

The award selection criteria include:

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

All submissions should include **a teaching note**, which should include:

- A synopsis of the case.
- A statement describing how/why the case is a critical case.
- A brief description of the research behind the case.
- Suggested courses including course level (undergrad/grad) and course type [Policy, OB (Organizational Behavior), OT (Organization Theory), MIS (Management Information Systems), Labor Relations, etc.].
- A clear connection to a critical theoretical framework and strong academic literature to analyze the case.
- A guide of questions that make explicit the issues raised by the case and the importance of these issues from a critical perspective. Suggested answers should be included, and the answers to the guide questions should draw out managerial and organizational implications of the situation and of the recommended plan(s) of action, as well as generating some discussion on how the case relates to relevant theories.
- A suggested teaching plan (including practical issues like organizing the size of class and time allocation).
- Reference list of related readings and data sources.
- A case update or epilogue, if available.

DARK SIDE XXV: AOM CMS DIVISION'S CASE WRITING COMPETITION



Please note that the “Best Case award” will go to the Best Case Study – not to the worst offender! The results of the previous years of the competition are posted at the CMS website (<https://cms.aom.org/awards/new-item3>) and are also available at the Dark Side Case Book Series published by Greenleaf (2009; 2013) and Routledge (2018, fourth Dark Side collection forthcoming).

PRACTICALITIES OF SUBMISSION:

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

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

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

Authors of the finalist cases will present them at the Dark Side Case Session in the 2026 CMS Division’s main scholarly program. From the finalists, one entry will be selected for the “Best Case Award” that will be announced at the CMS Business Meeting.

Please be aware that **SUBMITTING a case** to the competition **constitutes a COMMITMENT to ATTEND AOM 2026 Conference to PRESENT at the Dark Side Case Session AND** that such participation **will not break the rule of 3+3** from the conference requirements (see here for details: <https://aom.org/events/annual-meeting/submitting/submission-process/submission-guidelines>)

The award to the best case is a recognition certificate to authors and a credit on Routledge books. Winners and finalists may even have the opportunity to publish the case in a potential new edition of the Dark Side book series in the coming years.

Inquiries should be addressed to the 2026 competition organizer, Dr. Marke Kivijärvi at marke.t.kivijarvi@jyu.fi.

4



REFLECTIONS ON PLENARY 'MEET THE EDITORS: EXPLORING PUBLISHING OPPORTUNITIES IN CMS', AOM 2025, COPENHAGEN

BY BILL HARLEY

(ASSOCIATE EDITOR), ESSAYS

ACADEMY OF MANAGEMENT LEARNING AND EDUCATION (AMLE)

I have been involved with the CMS Division (or its predecessor the CMS IG) for over two decades and have been happy to see it develop over time. It was a pleasure to be invited to participate in the Meet the Editors plenary in Copenhagen in my capacity as Associate Editor (Essays) for AMLE. In this short piece, I will reflect briefly on the plenary itself, and then on AMLE as an outlet for critical work.

Two things particularly impressed me about the plenary. The first was the range of journals which were represented. I'm stating the obvious here, but Management Studies as a field is dominated by 'safe' and orthodox research which largely ignores the critical challenges facing humanity. It's easy to despair about our field, so to be part of an event with other editors from journals which explicitly seek critical work was uplifting. The second was the size of the audience and the extent of their engagement with editors, both during the plenary and afterwards. I enjoyed meeting and talking with critical scholars who wanted to discuss their ideas for papers with me. Seeing this interaction between editors who are seeking critical work and scholars who want to publish critical work left me feeling buoyed about the prospects for the CMS community.

I was also very happy that I had the opportunity to represent AMLE in the plenary. A reason that I took on the role as AE is that in my view AMLE is the AoM journal which is most open to explicitly critical work. We publish papers on management learning and education and on 'the business of business schools', by which we mean papers which deal with business schools as organisations. Not everything we publish within these two categories is explicitly critical, but much of it is.

A second reason that I took on the role at AMLE is that I was invited to take responsibility for handling essays. The essay as a form of writing is, in my opinion, particularly suited to critical work. Essays are personal and explicitly normative, point to tensions and contradictions, seek to provoke by developing critique, and explore ways that we might create a better world. To my mind, this is a form of writing which is uniquely well-suited to critical scholarship. I would hope that among the range of journals which seek to publish explicitly critical work, CMS scholars will consider AMLE as a home for their work. For those who have an interest in publishing essays, I am always happy to discuss ideas and provide feedback. I can be contacted at bharley@unimelb.edu.au



FOCUS ON QUALITATIVE METHODOLOGIES: THE CAPRI SUMMER SCHOOL AS A PLACE FOR DIALOGUE AND RESEARCH FOR YOUNG RESEARCHERS

BY ANDREA TOMO AND LUCIO TODISCO

(ANDREA.TOMO@UNINA.IT), (LUCIO.TODISCO@UNINA.IT)

UNIVERSITY OF NAPLES FEDERICO II - DEPARTMENT OF ECONOMICS, MANAGEMENT,
INSTITUTIONS



The Capri Summer School on Qualitative Research Methods, promoted by the University of Naples "Federico II", was born in 2013 in partnership with the Italian Academy of Business and Management (AIDEA). Since 2019, the School has also proudly partnered with the British Academy of Management (BAM).

The aim of the School is to promote and foster knowledge and methodologies among young scholars in the management and organizational studies fields, settling a challenging and stimulating context in one of the most charming places in the world: the island of Capri. The school's goal is to provide participants with the opportunity to reflect on and critically engage with their research topics and qualitative methodologies.

The organizing committee, chaired by Gianluigi Mangia, Andrea Tomo and Paolo Canonico, also includes Lorenzo Mercurio, Ernesto De Nito, Lucio Todisco, Federica Langella and Daniela Aliberti.

The Summer School is proud to host a first-class international faculty, with members from leading universities and institutions across Europe, including Bayes Business School, Stockholm School of Economics, Graduate Institute of Geneva, Grenoble Ecole de Management, Aalto University, HEC Lausanne, University of Edinburgh, NEOMA Business School, Audencia University, Hasselt University.

The recently concluded 2025 edition prompted participants to address the topic of qualitative methodologies from various perspectives. Lectures focused on positionality, reflexivity, and affective engagement in research practice in challenging contexts; the effective use of ethnography and autoethnography; how to "find" stories from data; the topic of visual analysis in organizational studies; the role of qualitative researchers in society amidst new ideas and established theories; how to be good researchers within our social and organizational contexts.



THE CAPRI SUMMER SCHOOL (CONTINUED)



The location is integral part of the learning process. Villa Orlandi, one of the venues of Federico II University, is an 18th-century villa and a unique setting combining art and culture, with outdoor space that encourages reflection and facilitates working group activities. And the opportunity to work in groups is one of the most enriching aspects of School experience. In some sessions, participants have the opportunity to engage in collaborative discussions on their research topics.

Through the years, Capri Summer School has become an important reference for the study of qualitative research methods for PhD students, post-doctoral students and early career scholars not only from Europe but also from other countries across the world (e.g., Canada, United States, Australia, Japan and China).



THE CAPRI SUMMER SCHOOL (CONTINUED)



With the 2025 edition—the Eleventh edition — more than 330 students have taken part in the School since its inception. The CfP for the twelfth edition, which will be held from September 7 to 11, 2026, will be released soon at the end of 2025. For more information about the School and the next CfP, please visit the school website <http://www.caprisummerschool.it>, email caprisummerschool@unina.it, or follow us on LinkedIn (<https://www.linkedin.com/company/capri-summer-school/>) and Instagram ([@caprisummerschool](https://www.instagram.com/caprisummerschool)).



“I think one of the most meaningful moments of the Summer School (and not only that) was during a lecture on the new forms of fascism, and the discussion between the Professor and a colleague afterwards. I really appreciated that, during a Summer School, there was room for such an exchange, especially in light of the current political situation. I won’t forget it easily — it felt as though all my intuitions and unconscious concerns had found a way to take shape, to be expressed, and to be consciously “processed.”

(Participant, 2025’s Edition)

“One day, we worked in small groups discussing our research projects while surrounded by the breathtaking view of Capri. That moment perfectly captured the spirit of the Summer School: rigorous academic exchange grounded in a setting that inspired both clarity and creativity. Having the chance to present my PhD research in such an environment, and to receive feedback from such a diverse and experienced group of faculty members, was incredibly meaningful.”

(Participant, 2014’s Edition)

CONVERSATIONS THAT RESIST : COMPLICIT, COMMITTED, CONFLICTED: ON WRITING WITH AND NOT OVER



BY DANIELA ALIBERTI

The following conversation draws inspiration from multiple exchanges I've had over the past years with a close friend and co-author, Jasmine. I reflect on our very first encounter—when we met and shared our early thoughts—and weave in our more recent discussions, particularly those emerging in the context of a review process we are currently navigating together. Through this layered dialogue, I touch on a range of interconnected themes, revisiting readings that have been particularly meaningful to me and that have shaped my reflections in the aftermath of these conversations. These include: post- and de-colonial awareness, solidarity, situated knowledge and reflexivity, among others I wish to mobilize (Abdellatif et al., 2021; Jacobson & Mustafa, 2019; Vanner, 2015). This conversation is not just a personal narrative—it is also a reflection on how friendship, co-authorship, and shared vulnerability can become fertile ground for critical thinking and resistance.

I met Jasmine during a workshop and networking opportunity critical management scholars. At the time, I was in my first year as a postdoc—not yet fully mature in this approach to research, but already aware that what I'd been doing so far was not what I expected research to be like.

I can't remember the first time Jasmine and I spoke, but I vividly recall our first dinner together after the workshop's opening day. She was wearing a bright yellow t-shirt, cheerful and striking—it made me smile because it was cute and cheerful. It had a cartoon design on it, which made me feel a sense of tenderness and connection. I, too, own and wear colorful clothes with similar patterns—and I do wear them when I am with my family and loved ones. Over dinner, I told her right away how much I loved her t-shirt.

Up until then, I hadn't talked much with her. Another participant—outgoing and wonderfully chatty—was often with us and had been the one to introduce us actually. I had formed an impression of Jasmine as a quiet, maybe even shy, person. Not wanting to push her to speak, I kept a respectful distance. Still, I couldn't help but notice her immense kindness—it radiated from her—and I felt a strong sense of empathy toward her.

Suddenly, during dinner, Jasmine said something like (these aren't her exact words, but it's how I remember them):

I'm sorry, I'm feeling down. I know we don't know each other well, but if you're okay with it, I'd like to share what happened.

Without hesitation, both the other participant and I nodded. She went on, saying something like: While I was on the ferry this morning, arriving here, excited and happy, I received terrible news. A young Iranian woman...

I don't recall her exact words then, but I remember her broken voice, her tear-filled eyes, and the knot in my stomach. She told us about a woman who had been imprisoned by the Iranian regime, she did not know then—one among many in those terrible weeks. The table fell silent.

I'm not someone who naturally reaches out physically, not someone who shows affection through touch in general. I still regret not hugging her in that moment. I remember the heat rising to my face, my furrowed brow, and repeating over and over to her: I'm so sorry. I don't know what to say. I actually did not know, and I do not know now.

CONVERSATIONS THAT RESIST (CONTINUED)



Jasmine and I have known each other for years now. After that workshop, we stayed in touch, updating each other on our lives. In the past year, as our careers have gained momentum, we've reconnected more frequently. Now, we're publishing papers, receiving our first important R&Rs in the journals we love, and shaping clearer views about what we want to say and how we want to say it through our research.

Jasmine told me about one her 'dream-research project' (that's how she called it in one email once) when it was still just a collection of (very powerful) notes—news' stories consumed and commented on through social media, gone viral, and shaped into something that helped her stay informed about the fate of her country and women living in the country. Over time, through a long and painful process that included confronting her anger at the injustices she witnessed, she began to build a research journal, recollecting social media posts of Iranian women resisting the regime. She explained to me how in particular some social media posts played a pivotal role in this process—of following that part of her identity from afar, from other women's posts, pictures, comments. At first, she asked for my opinion, then whether I wanted to help her construct a theoretical framework for her research idea. I immediately agreed, but with careful reflection on my role. I wanted her vision to remain central. I didn't want to taint her work with theories, contributions, or connections that might shift the focus away from her lived experience.

My PhD path was primarily grounded in a positivist tradition, and eventually evolved into a constructivist one. Even though I was aware of what critical management was and its emancipatory potential (which I immediately embraced), I still fear being unconsciously anchored to other paradigms—and this concern was with me even as I decided to support my friend in writing this article. But she was not worried about it, she kept saying something like: the data will guide us.

I read extensively and offered notes on theories I believed were relevant, explaining how I'd like to use a model I had previously worked with. I asked her if it made sense to her. She was enthusiastic, and that enthusiasm inspired me even more. Deep down—and we later talked about it on a call—I felt this project could give meaning to my own work on topics I care about from my own experience: female solidarity, contesting and resisting work to contest the status quo. These are all themes I want to contribute to, but which still make me feel small and inadequate. They torment me (I've been attempting to write my own autoethnographic piece on them; they're constantly on my mind as both a woman and a researcher).

From this place—a position I would call one of solidarity—I wanted to support Jasmine's experience and help build something that other women, scholars, Iranians, and activists—those suffering too much to react, or reacting for all of us despite their immense struggles—can read and find the same hope I felt when reading the tweets of Iranian women in protest that my friend chose to share, along with her experience and motivation.

I'm telling you this story, and explaining the kind of work this incredible woman and I are doing together, because a significant reflection has been weighing on my mind lately—and I discussed it with her in one of our last conversations on Teams.

CONVERSATIONS THAT RESIST (CONTINUED)



Our article is currently under review at a journal we both love, a journal that inspires us to do this kind of research. One of the reviewers pointed out how the use of a particular theoretical framework, among others we cited, carries origins ‘rooted in Anglo-Western liberal contexts’—to use the reviewer’s words. That comment hit me hard. I started asking myself:

Have I colonized this research project? How could I have done that? What was that enthusiasm I felt while writing the first draft, while (feeling like I was) empathizing with my colleague? The joy of receiving the review letter and being accepted at the conferences we chose?

The reviewer also spoke of the aestheticization of violence. Reading that was a harsh blow. But in a voice message exchange, my co-author and I said to each other:

This is the worst review—it’s the harshest—but I’m so grateful for it because I didn’t realize it (that’s me speaking) and It’s hard, but if we want to do postcolonial feminist theory, this person is right (us reflecting together).

Still, I couldn’t get those questions out of my head, so I asked my friend what she thought. It went like this: on our first call after receiving the R&R, I said I wanted to make space, to be silent (and I usually talk a lot), because this thought was gripping me. I didn’t tell her right away—it came out after a while because she was puzzled by my silence.

When I told her (I am afraid I am colonizing your research), she paused, looked away with an enigmatic expression and a half-smile, then said something like that—those are the words I remember, calmly. She said:

Don’t worry, I don’t feel you’ve colonized anything. I also agreed on using that theory—it works. Let’s see if there’s room for a contribution, or if we’re missing something. I really believe in what we’re doing together.

I felt relieved, but still ‘on alert’ about this risk and perhaps saddened that it had happened in the first place. It’s a challenge I’m embracing, and it’s part of where I come from. But it’s hard. Episodes like this make it clear. And I think this reflection reveals a personal dilemma—likely the dilemma of many like me who come from Western countries, and hold PhD programs rooted in Western business schools. To this experience I mean no disrespect to—in fact, I value the process of growing and developing my own thought—but transitioning to critical research is harder in that context, and possible, in my view, only if truly felt and if one is willing to question themselves and step aside in certain dialogues—as the episode with my colleague shows.

CONVERSATIONS THAT RESIST (CONTINUED)



Conclusion and readings we can be aware of, channel, reflect upon:

As an author, I often grapple with the fear of colonizing research by imposing a Western theoretical framework, intersecting with the ongoing challenge of navigating the tension between global North epistemologies and the local, lived experiences rooted in non-European contexts (Vanner, 2015). At the core of this initiative lies a commitment to situated knowledge and reflexivity—a continuous practice of questioning our own positionality, power, and academic training, and reflecting on how these shape the research we undertake (Jacobson & Mustafa, 2019). In doing so, I also confront the emotional and psychological toll of witnessing and researching violence against women who, while in many ways similar to us, remain geographically and politically distant—an experience that calls for a form of solidarity grounded in care and shared vulnerability (Abdellatif et al., 2021). At times, I have also had to reckon with the risk of aestheticizing or politicizing suffering—often unintentionally—as a way to mitigate the emotional burden of engaging with others' pain.

This reflection is tied to a broader commitment to epistemic humility and a resistance to dominant academic paradigms: a recognition of our limitations and an embrace of a more critical, compassionate, and humble scholarly practice. I hope this conversation can inspire similar reflections on how to navigate personal-professional contradictions, to acknowledge our limitations, and to emphasize co-creation grounded in respect and critical humility. I welcome thoughts from the community on this episode and would be glad to share them in the next issue, alongside a new topic and related dialogues.

Abdellatif, A., Aldossari, M., Boncori, I., Callahan, J., Na Ayudhya, U. C., Chaudhry, S., ... & Pullen, A. (2021). Breaking the mold: Working through our differences to vocalize the sound of change. *Gender, Work & Organization*, 28(5).

Jacobson, D., & Mustafa, N. (2019). Social identity map: A reflexivity tool for practicing explicit positionality in critical qualitative research. *International Journal of Qualitative Methods*, 18.

Vanner, C. (2015). Positionality at the center: Constructing an epistemological and methodological approach for a western feminist doctoral candidate conducting research in the postcolonial. *International Journal of Qualitative Methods*, 14(4).

MEET YOUR CMS DIVISION EXECUTIVE TEAM

DIVISION EXECUTIVE

Past Co-Chairs	Alexandra Bristow Ghazal Zulfikar
Chair	Penelope Muzanenhano
Co-Chairs Elect	Marcus Gomes Paulina Segarra
Main Scholarly Programme Co-Chairs	Seray Ergene Jennifer Manning
PDW Co-Chairs	Marco Distinto Victor Perez-Moraga
Treasurer	Arturo E. Osorio
RAL: Communication – Newsletter	Keshav Krishnamurty
RAL: Communication – Social Media	Ann S. Lee
RAL: Ethics and Inclusion	Vijayta Doshi
RAL: Membership and Outreach	Marke Kivijärvi
RAL: PhD and ECR	Fabio Prado Saldanha
Division Volunteer	Katherine Parsons

Awards

Certificate of Recognition

AoM CMS Best Professional Development Workshop 2025

*Rebecca Bednarek, Ana Maria Peredo, Stephen Cummings, Jess
Emily Salmon, Stephanie Daher, Leanne Cutcher, Francois B*

Title: Approaches to Centering Indigenous Organizing & Strategizing in Management
Organization Studies

85th Annual Meeting of the Academy of Management 25-20 July 2025, Bella Center, Copenhagen, De



Alexandra Bistrow & Marco Distinto
CMS inTouch



Seray Ergene & Jennifer
CMS Division PDW
Muzanhamo, CMS



**Critical
Management
Studies**

A Division of the Academy of Management











Critical Management Studies

A Division of the Academy of Management