

2022 ISSUE 3 · OCTOBER

# CMS NEWSLETTER

CMS is a Division of the Academy of Management



## Editor's Note

BY KRISTIN WILLIAMS

In our October issue, we are delighted to highlight insights and experiences from the hybrid-format, Academy of Management General Meeting, held in August 2022 in Seattle. We will share reflections from our chairs on various sessions, highlight award winners, as well as introduce you to new executive members: Penelope Muzanhenamo and Mariana Paludi. We also have essays from "critters", David Jacobs and Nina Winham. Additionally, I am delighted to share with you a new format and look for our newsletter! If you would like to contribute to the newsletter, write for us or share a special call that might be of interest to the CMS community, please get in touch with me at [kristin.williams@dal.ca](mailto:kristin.williams@dal.ca).



## THIS ISSUE

Welcome and Farewell to CMS Volunteers in Division Roles, Page 1-2

Your CMS Executive Team, Page 2

Meet Penelope Muzanhenamo, Page 3

Meet Mariana Paludi, Page 4

Program Co-Chair Update, Page 5

Doctoral and Early Career Consortium Program, Page 6

PDW Co-Chairs Update, Page 7-9

CMS Division AOM Award Winners, Page 10

Article Feature: Being Critical Today to Create a Better World Together, Page 11-13

Article Feature: Historical Reflections on CMS Division, Page 14-15

PhD Student Spotlight, Page 16

Calls for Submissions, Page 17



**Critical Management Studies**

A Division of the Academy of Management

PAGE 01



# Welcome and Farewell to CMS Volunteers in Division Roles

AMON BARROS & FERNANDA SAUERBRONN

After the challenges of 2020 and 2021, the pandemic impacts on our CMS division roles were not modest, remained in 2022 and should still be felt by 2023. Over the last three years, the division Executive Committee (EC) worked collectively and flexibly with the broader community to figure out how to deal with virtuality and hybridization. We can still feel transformations in our personal lives, families, and friends in our daily routines, care practices, and profound changes in scholarly activities and work relations.

Our community was able to cross united and sustained in its plurality during these difficult times so that we could learn together and collaborate. Thanks for all your engagement in activities (CMS in Touch Webinars and the AoM Conference). We also want to thank all EC members for organising those initiatives.

We especially want to thank and say farewell to Patrizia Zanoni and Marcos Barros for their contribution in their role as Past Division Chairs (2021-2022) and also for the past five years dedicated to the Division. We are sure they will continue to serve our community brilliantly as editors of Organization that sponsors the division and paper awards.

Despite all adaptations made, 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. For 2022-2023, we welcome our colleagues Penelope Muzanhenamo and Mariana Paludi to compose CMS EC Team. We salute them!

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).

# THANK YOU TO THIS YEAR'S KEYNOTE!



## KEYNOTE SPEAKER: KATHERINE GIBSON

**Katherine Gibson** is a Professorial Research Fellow in the Institute for Culture and Society at Western Sydney University and the 2022 Gough Whitlam and Malcolm Fraser Visiting Professor of Australian Studies, Harvard University. She is an economic geographer with an international reputation for innovative research on economic transformation and over 30 years' experience of working with communities to build resilient economies. As J.K. Gibson-Graham, the collective authorial presence she shares with the late Julie Graham (Professor of Geography, University of Massachusetts Amherst), her books include *The End of Capitalism (As We Knew It): A Feminist Critique of Political Economy* (Blackwell 1996) and *A Postcapitalist Politics* (University of Minnesota Press, 2006). Her most recent books are *Take Back the Economy: An Ethical Guide for Transforming Our Communities*, co-authored with Jenny Cameron and Stephen Healy (University of Minnesota Press, 2013), *Making Other Worlds Possible: Performing Diverse Economies*, co-edited with Gerda Roelvink and Kevin St Martin (University of Minnesota Press, 2015), *Manifesto For Living in the Anthropocene*, co-edited with Deborah Bird Rose and Ruth Fincher (Punctum Press, 2015) and *The Handbook of Diverse Economies* (Edward Elgar, 2020) co-edited with Kelly Dombroski. She is a founding member of the Community Economies Collective.



KATHERINE GIBSON



Keynote: Katherine Gibson, AOM 2022



## Welcome and Farewell to CMS Volunteers in Division Roles

AMON BARROS & FERNANDA SAUERBRONN

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). 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 contribute to the sustainability of our community and the work we do.

Before our next ballot, our community will vote on the review of the Division Bylaws and the creation of a Representative-at-large position dedicated to organizing activities for doctoral students and early career members. We hope the positions available on the next ballot are attractive to you.

We look forward to hearing from you!



Fernanda accepting recognition for leadership to the Division

If you are interested in joining the executive, please email [fernanda.sauerbronn@facc.ufrj.br](mailto:fernanda.sauerbronn@facc.ufrj.br) or [amon.barros@fgv.br](mailto:amon.barros@fgv.br) to talk further.

## YOUR CMS DIVISION EXECUTIVE TEAM (2022-2023)

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



Newly elected officials, see profiles on pages 3 and 4!



## Meet Penelope Muzanenhamo

### NEW CMS CO-CHAIR

Penelope Muzanenhamo (PhD, Warwick Business School, University of Warwick), sees herself as an aspirant intellectual activist, and has worn several inter-disciplinary hats during the last seven years. She is currently Assistant Professor in Marketing and Society at UCD College of Business, University College Dublin, Ireland. Her position allows her to combine critical management perspectives with marketing scholarship to address issues implicating society's more equitable socio-economic progress. Prior to this role, Penelope served as an Assistant Professor in Business in Africa, a position that was linked to her previous post as a 'Proudly Made in Africa Fellow in Business and Development' based at UCD College of Business, Ireland. In this Fellowship role, Penelope worked for nearly two years with a network of over 50 business school lecturers across Ireland, to facilitate the integration of African contexts and voices in mainstream Business curricula and research – The Fellowship, which was primarily funded by the Irish Aid among other partners, was co-created by the Irish Social Enterprise 'Proudly Made in Africa' and UCD College of Business about a decade ago.

Penelope is also Africa Lead within the Centre for Business and Society (CeBaS) at UCD College of Business; Committee member in both EDI and Global Engagements groups 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.

Her research revolves around vulnerable market actors. As vulnerable market actors Penelope considers Black scholars, African consumers and African 'workers' traditionally located at the margins of global networks. Her research, which she positions as Black Scholarship, has been published in the journals of Human Relations, Work, Employment and Society, and Business Ethics.



Penelope has received multiple awards for her research from the Academy of Management Conference–Critical Management Studies Division for Best Critical Management Learning and Education Paper 2020, and Best Paper in Gender, Work and Organization 2021. Prior to that, Penelope received a Best Track Paper award from the Academy of Marketing in 2011. In 2018, Penelope was awarded a Plaque by Morgan State University for her commitment towards the integration of Black voices into business curricula and research, as demonstrated by her contribution to the successful International Symposium 'Out of (and into) Africa: African Consumer Marketing and Firm Strategies'. Penelope has also received several grants from UCD College of Business in appreciation of her scholarly achievements to date.



## Meet Mariana Paludi

### NEW CMS CO-CHAIR

My areas of research include critical management, intersectionality, culture, Latin America, decolonialism. My interest in research began shortly after I completed my undergraduate degree. My professional experience in a multinational organization caused me to wonder why few upper-level management positions are held by women. Moving forward, I became fascinated by the complexity of organizations as social systems and the subsequent impact on gender relations. I began to question how gender relations change across organizations and nations. Today, I am strongly motivated to study organizations from cultural, historical, and political perspectives, and to foster the method of intersectionality to study inequalities of gender, race, ethnicity, class, and nationality. I aim to advance our critical knowledge in the field of management and organizational studies by exploring how organizations reproduce multiple inequalities. Using this knowledge, I want to create new ways to think, design and structure today's organization.

I completed my PhD at Sobey School of Business, Saint Mary's University, Canada. Currently, I am an assistant professor at Universidad Mayor (Chile). Prior to that I was a junior lecturer in Gender and Organization Studies at Universidad Nacional de General Sarmiento (Argentina) and a research assistant at Saint Mary's University. My PhD thesis linked decolonial theories with feminist philosophies which led to the development of a decolonial-feminist framework to study the influence of socio-historical events with regards to politics, economics and culture on the construction of social identities. I have published in Equality Diversity and Inclusion, An International Journal, and co-authored book chapters in Handbooks of Oxford University Press. My last publication, "Mujeres Y Ciencia en Chile" compiles auto-ethnographies from female researchers in Chile. I teach undergraduate courses in Organizational Behaviour both in Canada and Argentina. I also teach courses for master students on research methodology, gender and organizations in Argentina.





## Program Co-Chair Update

CAROLINE CLARKE & RICHARD LONGMAN

As Program Co-Chairs, we were delighted to be part of a series of fantastic sessions at the Annual Meeting. We say “be part of” but, for health-related reasons, neither of us could travel to Seattle at short notice. Indeed, Richard fell ill at the airport shortly before takeoff and had to return home. Other members of the Division also faced difficulties and disruption in their plans to attend. But, we appreciate the extraordinary efforts that many went to “be part of” this conference, and to make it such a successful event. And, we are sad that, for others, attendance simply wasn’t possible, with improving accessibility to our events remaining a key attentional focus for the Executive Committee.

Our four well-attended symposia drew attention to the role of bodies in organizations, better worlds in the ‘Anthropocene’, new feminist materialisms, and social entrepreneurship. We are thankful to those who proposed and led these symposia with great insight which played an important part in bringing our members together around crucial streams of thinking and theorising. Our paper sessions offered scope for discussing commentaries, critiques, and conceptualizations of alternatives – also, central issues of race, gender, power and politics, inclusion and exclusion, alternative futures and, of great interest, what we as critical scholars should ‘do’ about it to see radical, transformative action emerging from our research. And, our plenary discussions provoked thinking around what it means to be critical today, and how to be critical of violence in a world which has seen an increasing number of political aggressions and armed conflicts.

We were glad to celebrate the work of colleagues who had won ‘best paper’ awards, supported by leading journals whose support is much appreciated: Organization, Organization Studies, Gender, Work and Organization, Critical Perspectives on International Business, Management Learning, Journal of Business Ethics. So, too, could we celebrate great doctoral writing (best critical dissertation/thesis winners: Gaurish Chawla; Genevieve Shanahan; best doctoral student paper: Elise Lobbedez), great case studies (winners of the ‘Dark Side’ Case Study competition: Mayah Moosajee and Prescott Ensign), and great reviews (winner: Costanza Sartoris, Ca’Foscari U).

For sure, the new “hybrid” format presented us with challenges; but, also with opportunities which will provoke learning for us all around the future of international conferences. We now pass on the role of Program Co-Chairs to our colleagues Alexandra Bristow and Ghazal Zulfiqar. I know they will work with feedback from members of the Division around the “hybrid” format to develop meaningful experiences which respond to the needs of whole Critical Management Studies community. Wishing you all well.



# Doctoral and Early Career Consortium Program

PAULINA SEGARRA, MARCOS BARROS & PATRIZIA ZANONI

This year, the Consortium was very different to what we are used to...it was our first hybrid experience. While we were planning it, it was very clear that we wanted to deliver a developmental encounter to all the attendees regardless of being online or in Seattle. The Consortium aimed to provide a friendly environment in which attendees could chat informally with more seasoned academics who could give advice on different topics.

In the end, 24 Doctoral Students and 9 Early Career Scholars came together from different universities located in Brazil, Canada, England, Finland, France, India, Italy, Netherlands, Pakistan, Scotland, Switzerland, and the United States. We organized six groups - both for the online version using breakout rooms and roundtables for in-person discussions - on the following themes: Dissertation, Research, Publishing, Teaching, Engagement, and Careers. All the attendees had previously registered and sent us questions they wanted to address with facilitators during the Consortium. For a better dynamic, we decided to have online and on-site tutors and, in the end, closing remarks from all of them.

Mentoring was also offered for students and ECAs who requested it. This allowed for them to meet one on one with more established scholars outside of the Consortium to discuss different topics.

Feedback was incredibly good since participants constantly highlighted how enriching this experience was for them. They also mentioned they are looking forward to keeping in touch between AOM meetings in order to build a community of upcoming scholars. We believe that this is very important so that the CMS division can keep growing and fostering new members.

We want to acknowledge that this Consortium could not have been possible without the help of generous colleagues who participated as facilitators or mentors. We are already looking forward to the 2023 experience! Thank you to the round-table discussion leaders and mentors:

## VIRTUAL

- Marcos Barros, Grenoble École of Management, France
- Alexandra Bristow, The Open University, UK
- Caroline Clarke, The Open University, United Kingdom
- Liela Jamjoom, Dar Al-Hekma University, Saudi Arabia
- Mariana Paludi, Universidad Mayor, Chile
- Richard Longman, UWE Bristol, England
- Kristin S. Williams, Dalhousie University, Canada
- Patrizia Zanoni, Hasselt University, Belgium
- Ghazal Zulfiqar, Lums, Pakistan

## ON-SITE

- Amon Barros, FGV EAESP, Brazil
- Penelope Muzanenhamo, University College Dublin, Ireland
- Arturo E. Osorio, Rutgers University, USA
- Ajnesh Prasad, Royal Roads University, Canada; Tecnológico de Monterrey, México
- Alison Pullen, Macquarie University, Australia
- Elina Riivari, Jyväskylä University, Finland
- Fernanda Sauerbronn, Universidade Federal do Rio de Janeiro, Brazil

## MENTORS

- Ozan Alakauvuklar, Utrecht University, Netherlands
- Ismael Al-Amoudi, Grenoble École/Management, France
- Rafael Alcadipani, FGV EAESP, Brazil
- Ann Cunliffe, FGV EAESP, Brazil
- Gazi Islam, Grenoble École of Management, France
- Georgios Kokkinidis, University of Essex, UK
- Alison Pullen, Macquarie University, Australia
- Nidhi Srinivas, The New School Milano, Italy
- Hugh Wilmott, Bayes Business School, England
- Patrizia Zanoni, Hasselt University, Belgium

Doctoral Students and Early Career Consortium

CMS Division



## PDW Co-Chairs Update

ALEX BRISTOW & GHAZAL ZULFIQAR

The theme of the 2022 Annual Meeting provided many possibilities for critical engagement and provocation. On the one hand, it was a welcome change from the 2021 theme that explicitly sought to (re)center managers. By contrast, focusing on 'Creating a Better World Together' this year's theme was a critical call for transformative and emancipatory action. This framework gave the CMS community an opportunity to probe and develop our potential for engaging with pressing social, economic, environmental, health, and political problems. The Annual Meeting theme placed these concerns centrally onto the Academy of Management agenda, prioritising the need for societal change and transformation. On the other hand, we needed to avoid being lured into complacency by the promising phrasing of the theme. We wanted to emphasise the key role critical scholars have in shaping the conversation by unpicking the potentially universalist assumptions, populist politics, and imperialist, neo-colonial agendas that can hijack slogans such as 'Creating a Better World Together', undermining their progressive and transformative potential.

In addition to the opportunities and challenges provided by the theme we were also presented with the opportunities and challenges of the hybrid conference format, unprecedented for AOM. We were grateful for the chance for new and old colleagues to meet face-to-face in Seattle after the long separation imposed by the pandemic. We were also excited by the potential for more inclusivity and care for the environment that the ongoing virtual element of the conference offered. However, we were concerned that the hybrid format would exacerbate and further entrench inequalities between those able to attend in person, those joining online, and those not able to afford the hefty membership and conference fees at all. As PDW programme chairs, we were also faced with increased complexity in organising and scheduling the programme whilst trying to make the most of the positive aspects of the new format and balance out the constraints that were often beyond our control.

In the end, although many issues associated with the hybrid format remain, we are delighted with the 2022 PDW programme. The CMS community responded admirably to the challenges and opportunities, submitting beautifully thought-through and thought-provoking proposals on a wide range of high-pressing and relevant issues. This enabled us to programme 14 PDWs (up from 5 the previous year when the format was purely virtual), as well as the Doctoral and Early-Career Consortium, and several co-sponsored PDWs throughout the five days of the conference. The mixture of five face-to-face, three hybrid, and seven online-only PDWs enabled engagement with a wide range of scholars, whether they could travel to Seattle or not. With the themes and issues including race, gender, inequalities, ethics, immigration, climate change, posthumanism, new materialism, feminisms, and how these relate to academic careers and praxis (teaching, research, writing, activism) and business school futures, there was something for everyone to provoke, support, and encourage.

Our warmest thanks go to the PDW organisers, listed below, and to all those who took part in the PDW programme online and/or in person. Special thanks also to Marcos Barros, Patrizia Zaroni, and Paulina Segarra, who have organised and led this year's Doctoral and Early Career Consortium, and also to our other CMS executive colleagues who stepped in when one of us was struck by Covid and the other plagued by timezone difficulties. We hope the ideas and conversations sparked by the PDW programme continue to grow and blossom into new collaborations, projects, and actions that help us nurture a better world together, in meaningful senses of the phrase.

We now pass on the role of PDW Chairs to our colleagues Penelope Muzanenko and Mariana Paludi, as we take over from Caroline Clarke and Richard Longman as Main Programme Chairs. Penelope and Mariana are looking forward to working with members of the Division to create opportunities for meaningful individual and collective development, responding to the needs of the CMS community. Their call for PDWs will be circulated in due course; please do contact them with any ideas that you would like to explore.

## PDW Co-Chairs Update

ALEX BRISTOW & GHAZAL ZULFIQAR

### FACE-TO-FACE PDWS

PDW Title	Organizers
Towards a Better World: Psychoanalytic Perspectives on Anxiety and Defense in Teaching and Learning	Carrie M. Duncan, Sara R.S.T.A. Elias, Nathan Gerard, Eda Ulus, Seth Allcorn
Challenging neoliberalism through a posthuman ethics of care	Guy Huber, David Knights, Barbara Simpson
Writing Essays in Management: A Professional Development Workshop	Rick Delbridge, Daniel Muzio, Trish Reay, Bill Harley, Mark Healy, Thomas Roulet, Rashedour Chowdhury, Ali Guemuesay, Juliane Reinecke, Samantha Ortiz Casillas, Dominic Chalmers
The Business of (Im)migration: Bodies Across Borders	Marco Distinto, Vijayta Doshi, Arturo E. Osorio, Paulina Segarra, Martyna Śliwa
Race, Embodiment and Ethics: Exploring Bodies and Race Within Gender Research	Estelle Archibold, Alessia Contu, Celina McEwan, Banu Ozkazanc-Pan, Alison Pullen

### HYBRID PDWS

PDW Title	Organizers
Faculty Status, Precarity, and Unionism	David Jacobs, Greg J. Bamber, A. Ian Glendon, Stephen Linstead, Garance Marechal, Jason Russell, Lucy Taksa
Doctoral Student and Early Career Scholar Consortium: Fostering Critical Scholars and Scholarship	Marcos Barros, Patrizia Zaroni, Paulina Segarra
Is CMS Dead? Debating The Future of Critical Management Studies and/in Business Schools	Rafael Alcadipani, Alessia Contu, Stephen Cummings, Rick Delbridge, Martin Parker, Patrizia Zaroni

# PDW Co-Chairs Update

ALEX BRISTOW & GHAZAL ZULFIQAR

## VIRTUAL ONLY PDWS

PDW Title	Organizers
Studying Organizational Elites in an Unequal World: A Call to Action	Brooke Harrington, Bruno Cousin, Maja Korica, Anne Monier
Early Career Scholars: Navigating the Pressures of Academia	Paulina Segarra and Kristin S. Williams
Organising Degrowth for a 1.5C Planet: Creating a Better World for our Human & Non-Human Others	Bobby Banerjee, John M. Jermier, Birke Otto, Fergus Lyon, Lena Olaison, Ana Maria Paredo, Robert Perey, André Reichel
Doing Organization Studies with Feminisms and New Materialisms	Marta B. Calás, Linda Smircich, Alice Wickström, Ari Kuismin, Saija Katila, Janet Sayers, Anu Valtonen, Tarja Salmela, Pauliina Jääskeläinen, Pikka-Maaria Laine, Susan Meriläinen, Joonas Vola, Michela Cozza, Silvia Gherardi, Alison Pullen
Envisioning a better career: Reflecting on the Past to Rearticulate and Imagine New Possibilities	Nadia deGama, Katharina Chuzikowski, Axel Haunschild, Olivier Ratle, Sarah Robinson, Angelika Schmidt
Writing Together for Change	Marjana Johansson, Sara Persson, Ruth Slater, Julia Storberg-Walker, Kristin S. Williams, Ella Henry
Creating a Better World Together: The Power of Collective Action in Restoring Academic Well-being	Sarah Robinson, Linda M. Sama, Nicholas D. Rhew, David R. Jones, Victor J. Friedman, and Mark Egan



# CMS Division AOM Award Winners

## DIVISION EXECUTIVE

### BEST CRITICAL ORGANIZATION STUDIES PAPER

Ignasi Lanuza Martí (ESADE business school ramon llull university), David Courpasson (EMLYON Business School) and Claire Le Breton (EMLYON Business School)  
Pray and Play: Challenging Social Order through Collective Corporeal Rituals in a Prison  
Sponsored by Organization Studies

### BEST CRITICAL PAPER ON INTERNATIONAL BUSINESS

Patrizia Zanoni (Utrecht University) and Milosz Miszczynski (Kozminski University)  
Post-Diversity, Precarious Work for All: Unbordering Categories of Difference in an Amazon Warehouse  
Sponsored by Critical Perspectives on International Business

### BEST CRITICAL PAPER

Paulina Segarra (Universidad Anáhuac México) and Ajnesh Prasad (Royal Roads University)  
Undocumented Immigrants at Work: Invisibility, Hypervisibility, and the Making of the Modern Slave  
Sponsored by Organization

### BEST CRITICAL GENDER, WORK AND ORGANIZATION PAPER

Celina McEwen (University of Technology, Sydney), Alison Pullen (Macquarie Business School) and Carl Rhodes (University of Technology, Sydney)  
Repressive Equality Regimes: Theorizing the Disconnections in Organizational Equity Practices  
Sponsored by Gender, Work & Organization

### BEST CRITICAL MANAGEMENT LEARNING AND EDUCATION PAPER

John Hassard (University of Manchester) and Jonathan Morris (Cardiff University)  
Managers Working at Home: Critical Developments Before, During and After Coronavirus  
Sponsored by Management Learning

### BEST PAPER IN CRITICAL BUSINESS ETHICS

Habib Urahman (Australian Burmese Rohingya Organization) and Fahreen Alamgir (Monash University)  
The Political Economy of Slow Genocide, Racial Capitalism and Making of De facto Stateless Rohingya  
Sponsored by Journal of Business Ethics

DARK SIDE CASE STUDY COMPETITION – WINNER  
Mayah Moosajee (Wilfrid Laurier University) and Prescott Ensign (Lazaridis School of Business & Economics)  
Orange Shirt Day Commercialization: Further Exploitation of Indigenous Peoples, and Appropriation of Culture and Heritage  
Sponsored by Routledge Books

### BEST DOCTORAL STUDENT PAPER

Elise Lobbedez (EMLYON Business School)  
“Liberté, Egalité, Flashball”. Resisting Work to Absorb Violent Protests  
Sponsored by Organization

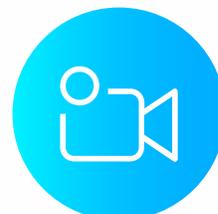
### CMS AOM BEST DISSERTATION AWARDS (JOINT-WINNERS)

Gaurish Chawla (University of Durham)  
The stories that I wrote/ The I that Stories wrote  
Sponsored by Organization

Genevieve Shanahan (Grenoble Ecole de Management)  
The local prefiguration of a global sustainable food system: Reconciling radical democracy and scale through technology  
Sponsored by Organization

### BEST DEVELOPMENTAL REVIEWER

Costanza Sartoris  
Ca’Foscari U.  
Sponsored by Organization



[Click here to view video reflections from our winners](#)

# Article Feature: Being Critical Today to Create a Better World Together

ARTURO E. OSORIO, AMON BARROS & FERNANDA SAUERBRONN

CMS PLENARY: BEING CRITICAL TODAY - CREATING A BETTER WORLD TOGETHER (SESSION 573)

The actions of scholars exist within the spaces of research, teaching, and practice. At the last annual meeting, we explore how critical management scholars may work within these spaces to help create a better world together. By answering three core questions, "what," "why," and "how," the conversation about the role of critical scholars got started.

The exercise was organized as the CMS executive understands our community has been experiencing challenging times. Besides the COVID-19 pandemics and the multiple crises ensuing, we have also witnessed colleagues finding trouble expressing their voices at their institutions. When demand for critical thinking peaks and the topics that engage the CMS community reach increasing attention, some institutional actors purposely operate to silence dissenting voices of those who "think outside the box" and/or disagree with centralized determinations on what to think/do. Thus, in a moment when the world talks about a "great resignation", including in academia, when identities are challenged by a backlash from established structures, critical values such as empathy and equity are ever so more relevant as an ethos for academics. In short, we need to stop "thinking outside the box" and start "redefining the box." This is now past the moment of resistance. This is a moment of cathartic transformation.

## THE INITIAL DIALOGUE AT THE ACADEMY

The dialogue was started through a global convocation shared among all attendees of the 2022 Annual Academy of Management conference. The safe space for this initial exploration was a PDW. At the session, participants in this dialogue were first presented with some of the conditions impacting the work of CMS scholars. In this initial conversation, attendees were also asked to consider what was the purpose to be of Critical Management in the world.

After the initial presentation, participants of the PDW were asked to join one of three working groups: research, teaching, and practice. To join their group of choice, they had to sit at a round table where all participants shared their preferences. The sitting arrangement was done for two purposes. First to put physically distancing among groups. Second cluster individuals and focus their conversation.

Once in their group, participants were asked to first reflect on their own three core questions, "what," "why," and "how" -see table on next page. They were also asked to write down their reflections, without sharing them with anyone around the table.

The self-reflection forced personal introspection and helped them to voice only their own understandings without peer pressure or group bias. After everyone had written down their answers, they were asked to read them out loud to their close group. For the reading, the participants were instructed not to comment on each other's statements. They were asked "to be on the moment listening." The reading was sequential in the order they were sitting around the table. Once everyone in the group had shared their thoughts, the groups were asked to discuss the answers and to come up with an answer for each one of the three questions. The sitting at a circular table, the individual reflections, and the listening in the moment helped to create a collective mind where all ideas had a space to be heard. These actions allowed the conversation to be "anchored" to each voice while weaved into the collective of the group. Separating the participants within the three spaces, research, teaching, and practice, helped focus on each domain's core understanding.

The resulting thoughts from this initial earnest dialogue within each domain provided a foundation for a space where critical scholars are at the front line for creating a better world.

# Article Feature: Being Critical Today to Create a Better World Together

ARTURO E. OSORIO, AMON BARROS & FERNANDA SAUERBRONN

## ANCHORING RESEARCH

Asking what do we research?, why do we research it? and how do we do our research? showcased what is important for the participants in this dialogue. The concept of "important" came across as a constantly moving target. The dialogue highlighted the target's constant mobility. This mobility was articulated as seeking a balance between institutional pressures ("publish or perish") and personal interests (what do I care about the most). Key to this discussion was the critical reflection of what made things important and for whom.

## ANCHORING TEACHING

In another conversation, the same questions targeted teaching. We asked what do we teach?, why do we teach it? and how do we do our teaching? This dialogue on teaching was framed by a pragmatic voice that presented teaching as a unilateral process of knowledge transfer resulting in the acquisition of skills. The conversation highlighted the intentionality of critical scholars in the making of teaching a process of "awakening" students toward the presence of "power" and "power structures." Yet, there was a strong counterpoint of having to teach was "was required by contract." A counterpoint came as a dialogue of the distinction between the "what" (contract topical requirement) and the "how (critical view of the topic).

## ANCHORING PRACTICE

The third space was practice, understood as spaces where businesses operate within society. The answer to our three questions; what do we practice?, why do we practice it? and how do we do our practices? had a common protagonist; the practitioner. Highlighted here was the idea that practice existed in the hands of practitioners (managers), thus outside the scope of critical scholars who are teachers and researchers. This was reinforced by the sitting choices where this table had fewer participants and included the only practitioners in the room. Important here was the underlying sense that a better world was the domain of practice, yet CMS scholars did not see themselves as actors in this space.

	What	Why	How
Research	What do CMS scholars research?	Why do CMS scholars research these issues?	How do CMS scholars do their research?
Teaching	What do CMS scholars teach?	Why do CMS scholars teach these issues?	How do CMS scholars do their teaching?
Practice	What do CMS scholars do for practice / as a practice?	Why do CMS scholars do/inform these practices?	How do CMS scholars do/inform these practices?

Table 1: Core Questions: what, why and how

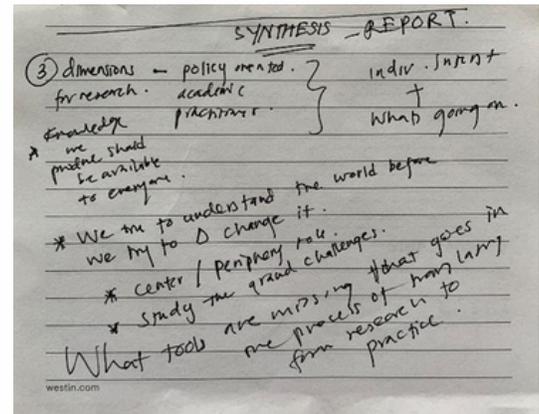


Figure 1: Answering what, why and how for research

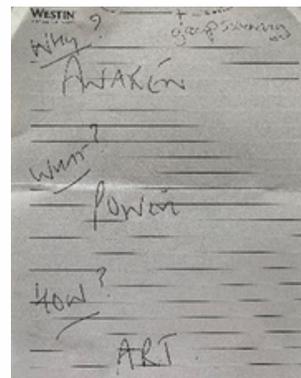


Figure 2: Answering what, why and how for teaching

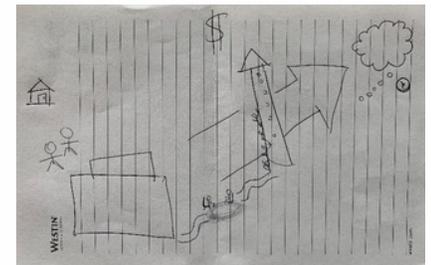


Figure 3: Answering what, why and how for practice

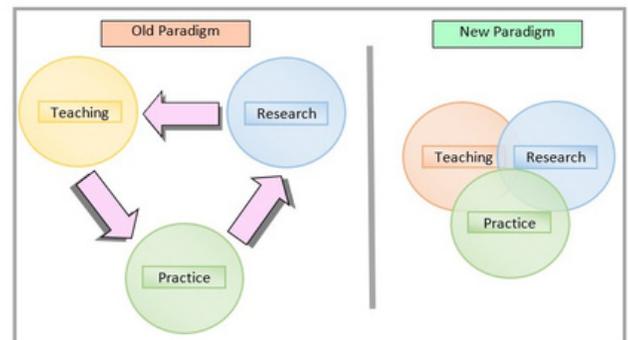


Figure 4: New paradigm for research, teaching and practice

# Article Feature: Being Critical Today to Create a Better World Together

ARTURO E. OSORIO, AMON BARROS & FERNANDA SAUERBRONN

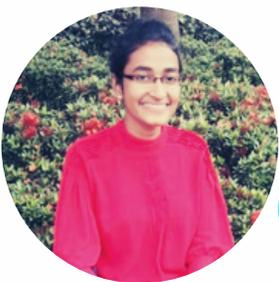
## A DIALOGUE ACROSS DOMAINS

As each of the three dialogues was independently reported, the importance of having a critical conversation across domains was highlighted. A better world can only come at the intersection of the three domains working collaboratively. Research that focuses on “what can be done better?” may inform teaching “about how to do better” so “practices enact a better world.” This collaborative space at the intersection of the three domains requires a different understanding of critical scholars and scholarship. This space requires enacting transformative actions that intentionally connect research, teaching, and practice. This space needs CMS scholars to see themselves as actors coordinating teaching and research to be aligned with each other. More important yet, this space needs CMS scholars to step outside of the academic conform and enact their research in the everyday world.

## A BETTER WORLD, TODAY

Critical scholars need to embrace a new creative role as “informed practitioners” of a better world. This means exploring different ways to be critical scholars -including the ways we do evaluations of merits and academic promotions. Critical scholarship needs to include transformative research. Our work needs to inform critical teaching while concurrently enacting a better world. Critical scholars need to change the world, not just explore it. Options like participatory action research, consulting class projects, real-life case studies, interventionist teaching, and transformative learning may need to be considered.

Critical scholars must become the transformation we want to see in the world.



[Click here to view a video reflection from Hiranya Bandara](#)





## Article Feature: Historical Reflections on CMS Division

DAVID JACOBS

The university is an anomalous structure in a universe of rapacious hierarchies. University managers seem uncomfortable with the notion of engaged craftspeople, challenging orthodoxies, resisting the fads. The essence of the critical project is inquiry and organizing from the ground up. It is not surprising that business schools have earned their own Greek chorus in critical management studies.

The AOM last met in Seattle in 2003. This was the first AOM meeting at which CMS scholars had a place on the Main Program. I was program chair, although I don't know how I was selected for this early leadership role. From 1998 until 2003 "critters" only had sessions in the PDW track (the Critical Management Studies Workshop). We weren't confident that we would receive accreditation as an Interest Group. We wondered if the Academy of Management would be suspicious and conservative and whether we should pursue some other organization like the Labor and Employment Relations Association. As it turned out we overcame doubters to move forward and have our augmented program.

You may remember the early days: 1998-2003. Paul Adler had organized the founding call using the Radical Organizational Theory listserv. Among his early collaborators were Linda Smirchich, Marta Calas, Ralph Stablein, David Boje, and Hugh Willmott plus emerging scholars like Richard Marens, Bill Kaghan, Dvora Yanow, Erica Foldy, Raza Mir, Latha Poonamallee, David Levy and many others. I responded to the call but I couldn't go to the initial 1998 meeting. There had long been a stream of organizational scholars in AOM committed to workplace democracy, labor process theory, feminists, diversity scholars, skeptics, radicals of various kinds.



David Jacobs is an Adjunct Professor of Business Ethics at American University in Washington, DC. He has taught previously at Morgan State University in Baltimore, Hood College, the Flint and Ann Arbor campuses of the University of Michigan, and Kansas State University. His teaching and research are informed by the concept of social invention, the application of imagination to the design of social institutions. He is the author or editor of five books, including *The Disunited States of America: Employment Relations Systems in Conflict* for Cornell University Press.

## Article Feature: Historical Reflections on CMS Division

DAVID JACOBS

In the first year as an IG, we decided upon a review policy that was primarily developmental. This was somewhat controversial within and without our ranks. There was no virtual platform for managing review yet. I sent out individual emails and polled reviewers.

My CMS engagement was personally costly. It was probably a factor in my Dean's opposition to my promotion to full. I left for another school where administrators were troubled not by CMS per se but external engagement in general. It's sometimes hard to imagine the particular prejudices that inform the decisions of capricious administrators, as the dismissed faculty at Leicester have found out.

We went out in the community wherever the AOM met, visiting a worker center, a community organizing space, joining a labor history tour. We argued, reformers and revolutionaries, critical theorists of various forms, disciples of Continental philosophers and Systems Theory, and visited the best restaurants.

One conundrum of the 2003 meeting: we found that we had been assigned to a non-union hotel. I found union accommodations but the non-ideal solution was to trade hotels with another Division. They were perplexed by the request. At least we brought the question to their attention.

Despite the tradition of critical organizational theorists in the AOM, we were worried that we would not find many members in US business schools. In the UK, Thatcher's cutbacks had sent sociologists into business school exile. The imperative of decolonizing had shaped management studies around the globe. In US business schools, where the mainstream rewards skilled practitioners handsomely, CMS is less popular. Non-US scholars

have been and are still in the majority in CMS. This is an important quality of our Division, although US critters often feel isolated.

We have debated some issues repeatedly since the first days. How are we to be activists as well as academics? Can we become academic administrators and avoid recreating old abuses? Will we establish new orthodoxies and exclude valuable perspectives? How do we practice our values in inhospitable environments? Can we avoid reproducing the toxic environments, harmful to women and the nonconforming, that have been common in our universities?

Does power continue to corrupt?

One of the puzzling things about management studies is that mainstream scholars appear to believe that the unexamined life is worth living. In a time of environmental crisis and democratic emergency, this is an unaffordable stance. CMS has tried to sound a warning.



The San Antonio Workers Center mural  
August 2011, San Antonio, Texas

## PhD Student Spotlight

NINA WINHAM

I began my PhD program after several decades of working for social change and environmental sanity. I worked in communications, journalism, management, organizational strategy – and I could see that none of it was pulling the right levers, at least not hard enough, to achieve a shift to a sustainable society. The question that dogs me is, how did we become the unsustainable people we are? Tightening the focus to management and organization studies, how has the colonial industrial capitalist regime boxed us, over the course of several generations, into an experience called the “workplace”, and how has that shaped our future?

What fascinates me is how we act differently when we are inside organizational life than when we are outside it. Inside organizations, something changes. We only see, and value, certain types of work. We assign different values to people themselves based on the work that they do. And we pay more for certain types of work, even if other work – especially that traditionally associated with women and racialized people – is crucial for the smooth functioning of the organization.

This questioning has led me to care ethics, a way of looking at values and priorities through a relationship-oriented lens. Care – work we do to maintain our world so that we can live in it as well as possible (Tronto, 1993, p. 103) – exists within organizations, but is often unseen. Of course, our HR departments provide certain elements of care (particularly those required to maintain the workers in a productive state), but I employ Braverman’s deskilling thesis (1974) to question whether this includes only those aspects of care that are quantifiable and able to be standardized, leaving aside the messy (contextual, emotional, often “feminine”) elements of care. Not recognizing these aspects of care helps perpetuate the ideal of the autonomous, unencumbered worker. To fit this ideal, we limit our emotional and caring displays while at work to suit the rules of what is permitted; we do not present our whole selves. The workplace becomes deskilled of its potential life as a community of mutually-supportive, emotionally intact, caring people; relationships are instrumentalized to the purpose of the organization. You may have had experiences of this; I find most people have.



Nina Winham is a faculty member of the Langara School of Management in Vancouver, B.C.; she previously worked for CBC Radio, the David Suzuki Foundation, and a variety of other journalistic and environmental organizations. She is a PhD Candidate in management at Saint Mary’s university and can be contacted at [nina@newclimate.ca](mailto:nina@newclimate.ca).

Amis, Mair, and Munir (2020) have demonstrated how organizations perpetuate inequality, and I believe this disregard for, and invisibility of care, to be a factor. I am studying how care manifests within the competitive, hierarchical world of organizational life to examine how ideas such as efficiency and meritocracy may devalue the very things that make us human. Sustainability authors Ehrenfeld and Hoffman (2013) say care “reflects a consciousness of our interconnectedness with the world (the web of life) and the historic recognition that well-being depends on acting to keep these relationships in a healthy state” (p. 84). If our formative experience within organizations includes the denial and fracturing of care, then the structure and culture of organizational life may be a key to developing a sustainable society. I hope my work may help contribute a new pathway into critique of the management and organizational systems in which our lives are embedded, for better or worse.

# Calls for Submissions

## DIVISION EXECUTIVE

Journal	Editors	Call & Link 
Organization Studies	Daniel Hjorth, Maddy Janssens, Marjana Johansson, Chris Steyaert, and Sheena Vachhani	<a href="#"><u>Dialogic organizing: Affirming public engagement for hope and solidarity</u></a>
Strategic Organization	Amanda Williams, Gail Whiteman, Judith Walls, and Bill Harley	<a href="#"><u>Impact driven strategy research for grand challenges</u></a>
Management Communication Quarterly	Dennis Schoeneborn, Urša Golob, Hannah Trittin-Ulbrich, Matthias Wenzel, and Amy O'Connor	<a href="#"><u>CSR Communication in an age of digitization and polarization</u></a>
Organization & Environment	Panikos Georgallis, Irene Henriques, Arno Kourula, and Johanna Mair	<a href="#"><u>The role of place in sustainability</u></a>
Academy of Management Learning & Education	Arun Kumar, Hari Bapuji, Vivek Soundararajan, Tine Köhler, Rafael Alcadipani, Mette Morsing, and Diego M. Coraiola	<a href="#"><u>Addressing socioeconomic inequalities through management education and learning</u></a>
Journal of Management Studies	Rashedur Chowdhury, Rick Delbridge, Roy Suddaby, and Charlene Zietsma	<a href="#"><u>Atlas unplugged: Re-imagining the premises and prospects of capitalism for business and society</u></a>
Journal of Business Ethics	Marco Distinto, Vijayta Doshi, Arturo E. Osorio, Paulina Segarra, and Martyna Śliwa	<a href="#"><u>The business of (im)migration: Bodies across borders</u></a>
Organization	Chahrazad Abdallah, Sadhvi Dar, Joshua Kalemba, Courtney L. McCluney, and Ali Mir	<a href="#"><u>Anti-Blackness in Management and Organization Studies: Challenging Racial Capitalism in Knowledge Production and Organizational Practices</u></a>
GWO 2023	Marginalised gender identities – how can intellectual activism transform work and organization?	<a href="#"><u>Call for abstracts and papers</u></a>
Business Ethics Quarterly	Mar Pérezts, Marianna Fotaki, Yuliya Shymko, and Gazi Islam	<a href="#"><u>Organizational ethics of life and death</u></a>



# Critical Management Studies

A Division of the Academy of Management