



QUARTERLY NEWSLETTER

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Call for Submissions, Academy of Management Annual Meeting

Vancouver, British Columbia, Canada, August 7-11, 2020



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Broadening opportunities for 2020! We invite submissions falling within the scope of the CMS Division's [domain statement](#) for the Scholarly program at the 2020 Academy of Management meeting in Vancouver.

The CMS Division is a broad community. As a group, we aim to foster meaningful research as well as develop an academic ethos of curiosity and solidarity. Research falling under the CMS domain aims, among other things, to bring reified structures of power to the fore and to listen to the struggles of people in their everyday lives.

Approaches to understanding these dynamics draw on a wide range of perspectives including anarchist, critical theory, feminist, labor process Marxist and post-Marxist, post-structuralist, postmodern, postcolonial and decolonial, psychoanalytic, as well as other approaches. Some recent trends in topics include but are not limited to: organizations in the anthropocene, inequalities, social change and social movements, alternative economic and organizational forms, power and elite individuals and organizations, feminist ecology, and critical histories of management thought.

The 80th Annual Meeting of the Academy of Management is themed "2020: Broadening Our Sight". The call fits neatly within the CMS ethos, since members

of the division usually are interested in bringing to the fore topics that sometimes are marginalized, neglected or silenced.

There is enormous potential for CMS scholars to engage with the AOM theme. We invite theoretical, methodological, and empirical contributions to the study of management and organizations from all places, ontological perspectives, epistemological affiliations, disciplinary orientations, methodological approaches, and empirical contexts. Specifically, we ask how power, politics, and economic constraints restrict our ability to speak, to listen, to hear, or to see?

Please check our website to refer to the various awards given by the CMS Division (<https://connect.aom.org/cms/awards/awards-and-competition>).

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

If you would like to discuss a potential submission, especially for a symposium, you are invited to email us (fernanda.amon.cms@gmail.com). The submission deadline will be January 14, 2020, at 5:00 pm ET (NY Time).

CALL FOR REVIEWERS: OUR COMMUNITY NEEDS YOU!

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

Our strength as a community comes from as many members as possible, participating as fully as possible to lighten the load for everyone. The Division recognizes the valuable role played by reviewers through its award for Best Developmental Reviewer. You can sign up now to review at <http://review.aom.org>. The review period is from 22 January to 20 February 2020.

We look forward to your participation!



Personal Development Workshop (PDW) Call for Submissions



Alison Pullen, Macquarie University, Australia

Ozan Nadir Alakavuklar, Utrecht University, The Netherlands

The Critical Management Studies (CMS) division welcomes proposals for the 2020 Academy of Management (AOM) annual meeting in Vancouver, British Columbia, Canada. PDWs are unique spaces in which participants can share their expertise and engage inclusively and provocatively with the audience. PDW proposals may be related to the general [meeting theme](#) and/or with topics and concerns of interest to our members, to like-minded practitioners, and to members of other divisions (offering possibilities for co-sponsorship). PDWs also afford spaces to explore and experiment, in addition to building on formats that have been engaging and challenging to the membership over the years, to critically question the status quo and propose alternative ways of seeing and doing organization. PDWs offer possibilities to partner and collaborate with local groups and organizations to develop proposals that could be delivered off-site.

In line with the [ethos of the CMS](#), to encourage participation and inclusion, we will select PDWs on the basis that PDW proposals:

- Are representative of the diversity of the international CMS community.
- Embody the professional development workshop model and thus offers active participation and discussion rather than presentation panel so that participants have the opportunity to contribute with members of the community.
- Have at least one early career researcher on the organizing team.
- Consider new ways of working and participating to 'shake our programme up'.

PDW proposals that are consistent with and address topics around the following (non-exhaustive list) are welcome:

- **Engaging the 2020 meeting theme**, "[20/20: Broadening our Sight](#)", the theme for the overall meeting seeks to overcome the binaries and the dichotomies reinforcing an 'either, or' framework to understand the society and or-

ganizations. Hence, the theme is an opportunity for CMS members to radically question dichotomies such as masculine/feminine, east/west, center/periphery, activist/academic, research/teaching and rigor/relevance. Some relevant topics and questions that can be considered are:

- o Breaking down dichotomies for critical interventions and transforming society: How can critical thinking question the reproduction of dichotomies in CMS scholarship? How can CMS intervene into dominant structures that shape the organization of society and economy? How can we employ new concepts, theories and ways of working to challenge and overcome such dichotomies reproducing current power relations and the status quo? What methodologies are able to resist and subvert the discourses and practices built upon dichotomies and binaries?
- o Broadening our sight for 'the invisible': How do we study the invisible critically and radically? How can critical studies of management and organization make the invisible 'visible'? What theoretical and methodological tools broaden our sight? How do dichotomies and binaries create invisibles?
- o Critical multitudes and possibilities: In response to hierarchies of "either, or" creating inequalities at different levels of the society (including higher education and research), how can critical perspectives create and contribute to the multitude of different identities, practices and relations? How can we work towards alternative possibilities (such as assembly) to move beyond dichotomies and binaries?
- o How do dichotomies flourish in our resistance against the mainstream?
- o How does dichotomous identity politics create violence to each other in the CMS community?

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o How does embodiment critically question the prevalence of the ocular in CMS research, its doing and writing?

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

• **Teaching from a Critical Perspective:** there are several ways to teach from a critical perspective. However, issues that may provide imaginative PDWs are related to alternative paths to organize this practice aiming to create critical, inclusive and collaborative spaces based on active engagement. The CMS community welcomes possibilities to embrace discussions challenging the status quo and encourage other ways of seeing and doing our classroom practices aligned to our critical scholarly ethos. We are also interested in going beyond our critical literature to inform the possibilities for social change that can be enacted through curriculum, ideologies, and engagement as educators. Going further, our community is particularly interested in forms of individual or collective engagement that could reimagine the role of business schools and business education in a critical and transmodern approach.

The above is a modest guide, we expect our membership to inspire us. We are looking for new ways of doing PDWs and therefore welcome creative formats, offsite activities, and imaginative proposals that address Critical Management Studies.

The CMS PDW Program also incorporates the **Doctoral and Early Career Consortia**. Doctoral candidates or early career faculty are very much welcomed to engage with more experienced colleagues in small groups to focus on critical research, teaching, and career development. If you are a doctoral candidate and early career faculty, please contact us with your ideas and get involved in the consortia. You are the future of the division.

In the process of developing a proposal, you may find useful the PDW Guidelines for Submission, along with [A Guide for Creating and Managing a Good Professional Development Workshop](#). As in previous years, we want to have conversations relevant with other divisions, to build connections and a critical community across the AOM. As such, please indicate how the PDW is of interest to the members of up to three other divisions.

By all means, contact us to discuss proposal ideas, but do so well in advance of the deadline and before **14 December 2019**. Decisions will be made according to the brief criteria stated above by the PDW chairs. The submission center will open in early December, and the deadline for receipt of proposals is **Tuesday, 14 January 2020, at 5:00 PM ET (NY Time)**, through the **AOM Submission Center**.



2020 CMS Division Award for Best Critical Doctoral Dissertation/Thesis



Patrizia Zanoni, Division Co-Chair Elect, Hasselt University, Belgium, and Utrecht University, Netherlands
Marcos Barros, Division Co-Chair Elect, Grenoble Ecole de Management, France

Will you, or one of your doctoral students, have completed a doctoral dissertation/ thesis in the period 1 April 2019 to 31 March 2020? Does the dissertation/thesis fall within the scope of our Division's domain statement? If you have answered YES to both of these questions, we want to hear from you.

The Division is inviting submissions for the 2020 Best Critical Doctoral Dissertation/ Thesis Award, which is sponsored by the journal *Organization*. Submitters must have completed a critical Ph.D. dissertation/thesis in the period 1 April 2019 to 31 March 2020 and successfully completed the formal examination process required to pass, including a viva voce/defense and revisions, if applicable.

WHAT IS 'CRITICAL'?

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

society, and to generate knowledge that fosters the emergence of alternatives.

Illustrative topics of the dissertation/thesis include, but are not limited to: critical analyses of (discourses of) management and organizational development; feminist critiques; critically informed assessments of emerging alternative forms of organization; critical epistemologies and methodologies; critical perspectives on business strategy; critical perspectives on class, disability, gender, race, and sexuality; critical perspectives on globalization, entrepreneurship, technological innovation, digitalization of work, management consulting practices; critical perspectives on work, precarity and inequality; critical perspectives on the profit-imperative and the natural environment; critical theories of identity, affectivity, rationality, and subjectivity; critical theories of resistance to managerial authority; critical theories of the nature of managerial authority; critiques of theories of management and organization; critiques of political economy; postcolonial critiques of organizations and management.

For more information about the Division see <http://cms.aom.org>

SUBMISSION PROCESS

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

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

Submissions, which should be sent as PDF email attachments to the Division Chair Elects, Patrizia Zanoni (patrizia.zanoni@uhasselt.be) AND Marcos Barros (marcos.barros@grenoble-em.com), must be received by **1 April 2020**. Submitters will be informed of the outcome by 31 May 2020. The award will be presented at the CMS Division business meeting at the Academy of Management Annual Meeting, 7-11 August 2020, Vancouver, British Columbia, Canada. The winner receives a prize sponsored by *Organization* and a two-year subscription to the journal provided by SAGE. Previous winners of the competition are featured [here](#).

We look forward to receiving your submissions!



DARK SIDE XVIII: AOM CMS Division's CASE WRITING COMPETITION



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

Elina Riivari, Competition Co-Organizer, Jyväskylä University School of Business and Economics, Finland

Deadline for Submissions Tuesday, January 14, 2020, at 5:00 PM ET (New York time), via the AOM submission system (the system opens November 2019).

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

RATIONALE:

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

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

happen to find themselves confronted with such practices. Contrary to dominant pedagogical and case writing imperatives, critical management scholars believe that teaching cases should provide a dimension of critical evaluation of business practices through the exploration of a wide range of perspectives that extend beyond the views and 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 force the case method to be more than a narrow, instrumental managerial perspective, nourishing the exposure of students to critical reflections on management and organizations theories and practices.

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

- *Cases focused on labor relations* – instructors in this area are especially eager to see cases that raise issues about the

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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.
- *Cases that explore experiences of gender, race, religion, sexuality, and class, and the deep structures of power* that marginalize, oppress and silence individuals and groups
- *Cases that deal with more systemic issues that are affected directly and indirectly by organizations*, including rising social, economic and development inequalities inside and between countries, unfolding of colonialist interventions, tax evasion strategies, increasing corruption, and immigration and refugees crises
- *Cases that articulate real-world effects* of the assumptions, values, and theoretical and organizational systems of our current capitalist paradigm and offer alternative ways of seeing and being (for example, based on indigenous, spiritual, human rights, or other perspectives),
- *Cases that examine “other” forms of organizations*, motivated by diverse values and ways of knowing and thinking
- *Cases that examine the paradox of technology* as an element of our environment that enables and constrains individuals
- *Cases that address aspects of the current year’s AOM overall theme are particularly welcome.* In 2020, the AOM’s theme of “Broadening Our Sight” can be particularly relevant for those with a critical perspective. For more on the theme see: <http://aom.org/annualmeeting/theme/>. We would like also to encourage participants to use innovative formats in their teaching cases, such as **ROLE PLAY, VIDEOS** etc.

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

The award selection criteria include:

- The relevance of the issues raised from a critical standpoint;
- The use of a strong critical theoretical background which

provides an alternative to mainstream management analyses;

- The quality of the underlying research- we encourage solid background research consistent with the nature and purpose of the case;
- The quality of the presentation (including clarity of the writing; organization, appropriate use of exhibits, tables appendices etc);
- The originality of the pedagogical supports (videos, visual arts, or poetry for example);
- The quality and utility of the accompanying teaching notes (guidelines follow);

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

- A synopsis of the case;
- A statement describing how/why the case is a critical case;
- A brief description of the research behind the case;
- Suggested courses including course level (undergrad/grad) and course type [Policy, OB (Organisational Behaviour), OT (Organisation Theory), MIS (Management Information Systems), Labor Relations, etc.];
- A clear connection to a critical theoretical framework and 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 organising the size of class and time allocation);
- Reference list of related readings and data sources;
- A case update, if available.

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

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PRACTICALITIES OF SUBMISSION:

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

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

Entries to the competition will be reviewed by an international panel of reviewers and, based on the reviews, the competition organizers will select up to 5 finalist cases to be presented at the AOM Meeting in Vancouver. 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 2020 CMS Division's main scholarly program

and also at the CMS Business Meeting, in Vancouver, Canada. From the finalists, one entry will be selected for the "Best Case Award."

Please be aware that **SUBMITTING a case to the competition constitutes a COMMITMENT to ATTEND AOM 2020 Conference to PRESENT** at the Dark Side Session AND that such participation **will not break the rule of 3+3 from the conference requirements** (see here for details: <https://aom.org/annualmeeting/submission/policies/>)

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

Inquiries should be addressed to the 2020's competition organizer, Dr. Virpi Malin at virpi.malin@jyu.fi or to Dr. Elina Riivari at elina.riivari@jyu.fi.

Spotlight on Caio César Coelho Rodrigues

PhD Student, Fundação Getulio Vargas, São Paulo

It is an honor to be on the Spotlight of the CMS newsletter. I thank the division for giving me this great opportunity in which I shall introduce myself and my research, hoping to inspire other researchers and especially PhD students and early career scholars to participate in the CMS community. I would like to start by saying that at the CMS community you will find a cozy and inviting environment to develop critical research and thinking, with productive dialogs with senior professors.

I am a Brazilian PhD student in Organizational Studies at Fundação Getulio Vargas (FGV) of São Paulo. My career started as a business undergraduate student at the University of São Paulo, and my research project to conclude the undergraduate course was about teaching ethics on business courses. I presented it at the second largest academic management meeting: the Brazilian Encounter of post-graduation and research in Management (*Encontro da Associação Nacional de Pós-Graduação e Pesquisa em Administração-EnANPAD*). I found out that teaching ethics in Business courses needs to be on every discipline during the undergraduate program. Also, ethics is something that you teach by making students interact with each other. The managers that worry about business ethics must have critical and reflexive thinking on how they impact the lives of employees and the community in which they are involved (Rodrigues & Camargo, 2018).

After that I entered in FGV to study for

my master's degree and was fortunate to have, as my advisor, Dr. Amon Barros. In the first months of my master's course, I was interested in studying ethics and organizational corruption. By that time, I was not fully aware of what was critical thinking and critical theories. After reading some references I had the idea to study corruption in Organizations. I consider those first months my initiation in critical management studies. From that point onwards, my interest grew to all the dark side of organizations, in an initiative to see other themes and theories that deal with this obscure and unseen facet of organizations. As one of my other PhD professors, Joana Story said: 'those are sexy themes'.

The love for those exciting themes grew bigger with the classes I attended during the master's course. Three classes were fundamentally important to introduce me to Marxist and critical theories. With Amon, I had a lecture on Critical Management Studies that put me in contact with the Frankfurt School theorists and Feminist scholars. Other courses of Social Theory and capitalism, with traditional and contemporary perspectives on Marxism, showed me that discussing with colleagues who have different ways of seeing the world is a path to critical thinking. It is easy to perceive that those theories and the dark side of organizations made a big match and pushed me further in the critical perspective.

I finished my master's dissertation studying corruption and Odebrecht's



case on the carwash Brazilian Operations, which I will detail further on. During those two years, I studied Elites theory and Corporate Political Activities to see that Corruption is individual as much as it is structural (Coelho, 2019). That rewarded me with a distinction approval from the examination board. I also had the opportunity to present my work in the Latin American and European Meeting on Organization Studies (LAEMOS) held by the European Group of Organization Studies (EGOS) in 2018.

The paper presented at LAEMOS in Argentina explained the relationship between politicians and businesspeople in Brazil. My paper analyzed how Elites who are in executive positions may distort Corporate Political Activity (CPA) to capture the state in the expanses of the society. By

creating personal relationship with politicians, engaging in lobbying activities and making campaign donations, executives had access to the power of political chiefs and abused it for their benefit or to the benefit of their company, therefore engaging in corruption. At the conference, I had the opportunity to meet senior scholars and be aware of recent critical research on organizational studies. While that specific conference is no longer being held, as a Master's student I learned that participating in conferences is important for two main things: Developing your academic network and having constructive feedback on your research. It was in Argentina that I met John Hassard, Roy Suddaby and Diego Coraiola. Also, in this conference I received feedback on my work; it is a place to receive criticism from an external point of view that teaches you how to be a better researcher.

During the Master, I also enrolled into a fruitful exchange of six months at the University of Manchester in the UK, where I met and had classes of general management with two great scholars, John Hassard and Damian O'Doherty, whom I thank for welcoming me and for preparing me for the next challenge that would be the PhD. International exchanges are always a good opportunity to learn from other scholars and construct your image as a researcher. Also, if you are from a non-native English language country, like me, you will develop your English. It is also a great way to gain another perspective to see the world. Every interaction you make with people with a different culture than yours is an opportunity to look at the world from another point of view. Isn't that the purpose of critical thinking?

After I got my master's degree, I started the PhD course at the beginning of 2019. During this year I disseminated my research with lectures, including four presentations at the Police academy of the City of São Paulo, being invited by Professor Rafael Alcadipani. However, my interest in the dark side of organizations grew bigger than corruption. While my thesis theme still focusses on corruption, other ongoing research projects analyze Elites, CPA, discourse coalitions, and State Capture by Organizations.

From those ideas, me and Amon presented a paper about CEO activism and its influence in the Brazilian 2018 elections. We presented that work at the CMS 2019 conference in Milton Keynes (UK). The CMS community was very inviting and put a lot of effort to contribute to our work. The abstract we submitted was entitled "Conservative-modernization in Brazil: Businesspeople and the emergence of an ideological meta-organization". We studied the discourse coalition constructed by the Brazilian extreme right in social media to fight against the left wing. We argue that two CEO activists influenced the election of Bolsonaro by engaging in discourses on social media and raising followers. They participated on storylines made of polemic themes such as corruption, gun control and sex education during the election period. After the election that participation resulted in the creation of a caucus in Brazilian congress and an institute to defend liberal conservative ideals. While we analyzed how businesspeople engaged in politics via social media and meta-organizations, we developed the sense that storylines are being created and disseminated on the internet to re-

unite people under an empty flag. That is occurring in Brazil and other countries where their presidents, prime ministers, and politicians are being elected based on empty discourses (Barros, Coelho, & Fisch, 2019).

My ongoing projects on other dark sides of organizations try to keep up with this critical view, but always looking at contemporary themes. During my academic career, I met friends and colleagues with similar critical engagement with organizations. From that, we started to research about corruption as an institution, rationalization of corruption, and state capture by corporations. The brilliant side of critical management studies is the possibility to explore the edge of management science. We do not look only for companies' profit, strategies, marketing or operations, we look at the ugly matters, the things that most people do not like to admit exists. By doing that, CMS scholars, in the way I see it, engage in more valuable or satisfactory research. Interestingly, we can dive into such phenomena like corruption, disasters and unethical behavior without a naïve sight. And most of all, the researcher that adopts this perspective is rewarded with a feeling of accomplishment to contribute to those problematics that affect all of us.

To give an example I shall explain my research more deeply. The master's dissertation in Brazil is considered an initiation to an academic career. My project was to study a construction company, Odebrecht, that was involved in a major corruption scandal. Odebrecht was caught in 2016 in the carwash corruption probe. The carwash operation is a major investigation of corruption that has been occurring in Brazil since 2014. It already arrested gov-

ernors, former presidents, politicians and executives of upper echelons involved in corruption.

Odebrecht and its executives made a leniency agreement and plea bargains to reduce their sentences. Those agreements consisted on the collaboration and the delivery of proofs of their crimes and others that involved important Brazilian politicians. Due to my constructed network of accountancies, I, fortunately, had access to those testimonies and collaborations which formed a robust qualitative dataset. After seeing that corruption had no specific theory on the management field, I used Elites theory to investigate individual aspects of corruption, and CPA to investigate its structural aspects. Both occur simultaneously, and Odebrecht was a great example of a company that constructed a corruption culture. The enthusiasm of seeing the dark side of the largest Brazilian construction company was fruitful to explain critically how come a company can be so involved to the point of creating international operations to make illicit payments? On the other hand, how come that any executive in the company did not denounce the scheme that endured for at least thirty years? Those questions could be answered by developing the recent theory on corruption. In other words, the executives rationalized corruption in a way to not perceive that what they were doing was wrong; they also normalized it, transforming corruption into norms, processes, rules, and ultimately culture (Coelho, 2019).

I am still finishing my first year of PhD out of four years. I decided to continue to investigate corruption and build up its

theoretical aspects. This is one of those themes that can address theories and empirical concepts at the same time, such as culture, leadership, and identity. My first assignment on the matter is to conduct a systematic literature revision on organizational corruption. There are several studies about it on our field with different perspectives; however, there is room for the development of a theory on corruption that integrates those points of view. I intend to advance on this matter to look at the phenomenon and what has been written about it to understand and explore how scholars can approach corruption and how it is created, developed and combatted.

What better community to support those objectives then the CMS community which already is concerned about themes that, at first sight, seem to be exceptions but can be the rule. In my experience to think critically is to be suspicious about what seems to be natural. That is to criticize the structures that support gender and race discrimination, which allows for capitalism to consume earth resources and increase inequality. If you are a PhD

student or early career researcher that is using any critical theory, methodology or is studying any non-conventional management phenomena, the CMS division is a great place to meet people who thinks like you. Be sure to submit your ideas and working papers to the CMS division, its specific conferences, paper development workshops and consortiums. The Division, on the other hand, is doing a great job by hosting those events and opening spaces for new scholars like this one.

The division and senior professors can create supportive events specialized for PhD and early career students. Those encounters of new researchers and senior scholars help us to know the critical theories and perspectives. That also enhances our knowledge of the field and our capacity to contribute to critical theories. Also, by my own experience, it is important that senior scholars allow their students to research the themes they are interested in. Amon gave me that support, even if corruption was not his main theme of interest. His encouragement was essential for me to get involved and do my research with passion.

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CMS Division Election 2020

Mark Learmonth, Past Division Chair, Durham University, UK

By way of advance notice for the Division's 2020 election, the Division is looking to fill three important roles on the Executive Committee. The first is the role of the Division Chair Elect track. This is a five-year track with the elected representative(s) moving from various roles starting with PDW Chair, then Program Chair, Division Chair Elect, Division Chair and Past Chair over the five-year period. As a Division, we are open to people serving on the executive rotation on an individual or shared (i.e., two people sharing the role as a team) basis. Many people have found that sharing the rotation with someone they know and get on with helps with the workload and makes for a more enjoyable rotation. The Division is also looking at filling one *Representative at Large* role – Ethics and Inclusion – for a three-year term. We will also need to elect the *Treasurer* role, though our current Treasurer, Arturo Osorio has indicated he is happy to serve another term of office.

In terms of process, come the end of January/early February 2020, the nominations website will open. You will then receive emails from me and AOM inviting you to nominate the colleague/colleagues you believe has/have the interest, energy, experience and commitment to serve our community (self-nomination is also not just permitted but actively encouraged). We hope that those who are nominated will share a commitment to working towards making CMS an intellectually diverse, inclusive, and vibrant home for critical scholars.

When the nominations website closes towards the end of February 2020, the nominating committee (comprising the Division's Past Co-Chair, Co-Chairs and Co-Chairs Elect) will work on finalising the slate of candidates for the election to the various posts, which will run online from mid-April to mid-May, 2020. If your name is to be included on the slate, it is at this point that we will encourage you to consider what you might want to contribute to our collective future in the Academy as you prepare your brief statement for members to consider.

Once the election has closed, I will communicate the result directly to all candidates by the end of May, 2020, before sharing the news with our community. CMS has historically had a very healthy participation in the Election process often beating the Academy averages. I do hope that this trend will continue this year too.

If you would be interested in joining the CMS executive, or have someone in mind to nominate, then please get in touch – email me at mark.learmonth@durham.ac.uk.