Welcome to the Spring 2016 newsletter! As always, this edition is fully packed with news from our Interest Group, an update of what is currently hot in SAP research and numerous announcements for SAP activities and new book releases.

This time we would like to highlight two innovations that we will trial in Anaheim this year: First, to address the growing needs of our new members, including PhD students and early career scholars new to the SAP community, we are introducing the SAP Doctoral and Early Career Program (see p. 2). This program is a one-day event, taking place on Friday, August 5th as part of the pre-conference activities. It will include carefully selected PDWs for the targeted skill level, multiple networking possibilities as well as individual coaching through advanced SAP scholars. In addition, we will establish a virtual community on Facebook to connect participants, organizers and mentors before, during and after the event. Make sure to sign-up early – space is limited!

Second, we are creating new opportunities to become a sponsor of the SAP Interest Group (see p. 4). In addition to our Gold, Silver and Bronze sponsors, we now offer the possibility to sponsor specific activities, such as our welcome breakfast, dinner or the SAP awards – even a small donation will make a huge difference due to our small budget.

Lastly, please vote in the upcoming elections for our new SAP officers. On p. 5 you can already take a look at who is running for which position. Please contribute to shaping our Interest Group by giving your vote – Polls open on April 15th!

You will find many more interesting items in this newsletter, so grab a cup of coffee or tea and enjoy catching up on our Interest Group!
WE PROUDLY PRESENT: SAP’S FIRST EVER DOCTORAL & EARLY CAREER PROGRAM FOR THE AOM ANNUAL MEETING 2016

Christina Wawarta, Doctoral Researcher, Warwick Business School, UK
Katharina Dittrich, Assistant Professor, University of Zurich, Switzerland

Attending the Academy of Management Annual Meeting for the first time is a big thing. Every scholar remembers well the overload of information faced, the difficult choice which PDWs, presentations and events to attend, and the soaring excitement during the face-to-face meetings with some of the “big names”.

To facilitate the AoM experience for Doctoral and Early Career scholars, the SAP (Strategizing, Activities, and Practices) interest group provides some guidance through the “academic jungle” of the conference in Anaheim. Our Doctoral and Early Career Program aims to:

- provide an engaging and valuable experience to new SAP scholars and integrate them effectively and sustainably into the community
- maximize the outcome for them in terms of learning & development
- motivate Doctoral and Early Career scholars who have not previously been engaged in the SAP community to join & contribute with research

How it works

The Doctoral & Early Career Program is a one-day event which takes place on Friday, 5th of August. The program comprises of two carefully selected PDWs for the targeted skill level, multiple networking possibilities as well as individual coaching through advanced SAP scholars.

Besides the one-day event, a virtual community will be established via Facebook. The Doctoral and Early Career Network (ECN) connects all participants, organizers, and mentors before, during and after the consortium. It provides:

- advance and post-event information as well as real-time updates
- a space for questions, exchange, and discussions
- an opportunity to network & stay in touch after the event
## WHAT IS ON

<table>
<thead>
<tr>
<th>When (PDT)</th>
<th>What</th>
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<tbody>
<tr>
<td><strong>08:00 – 09:30</strong></td>
<td><strong>Joint Breakfast</strong>&lt;br&gt;Official kick-off &amp; networking with other participants as well as the wider SAP community</td>
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<tr>
<td><strong>09:45 – 11:45</strong></td>
<td><strong>2nd Professional Development Workshop</strong>&lt;br&gt;“Bridging Strategic Practices and Information Systems for Real-Time Strategic Management”</td>
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<tr>
<td><strong>12:00 – 14:45</strong></td>
<td><strong>3rd Professional Development Workshop</strong>&lt;br&gt;“Coding in the trenches: Qualitative Analysis Boot Camp”</td>
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<td><strong>18:00 – 18:30</strong></td>
<td><strong>War-Up</strong>&lt;br&gt;Official closure during drinks at the bar</td>
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<tr>
<td><strong>18:30 – Late</strong></td>
<td><strong>SAP Dinner</strong>&lt;br&gt;Networking and exchange opportunity with the whole SAP community during a sponsored dinner (no costs for participants)</td>
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</table>

### Informal mentoring time
Participants arrange individual meetings with their assigned mentors (established SAP scholars and post-docs) and discuss their research and questions with them.

### Who is involved
- **Mentors:** Established SAP scholars and post-docs will be assigned to participants based on their research interests.
- **1st PDW:**
  - *Facilitators & Presenters:* M. Kohtamäki, E. Vaara, D. Farmer
- **1st PDW:**
  - *Facilitation:* R. Bednarek, K. Dittrich, A. Smith
  - *Panel:* J. Balogun, P. Jarzabkowski, S. Mantere
  - V. Sorsa, P. Spec, V. Splitter
- **2nd PDW:**
  - *Facilitation:* C. Cloutier, A. Smith
  - *Plenary:* K. Golden-Biddle
  - *Roundtables:* D. Ravasi, A. Langely, S. Furnari, N. Phillips, C. LeBaron, P. O’Kane with M. Lerman

### How to apply
The Doctoral & Early Career Program is open to anyone in the early stages of their academic development who is interested in the SAP research agenda & methodologies.

To apply, please send Christina Wawarta (christina.wawarta.15@mail.wbs.ac.uk) a short description about yourself and your research interests. You will then receive a code for registration for the AoM registration homepage.

**Apply early**, we have a max. no. of 20 participants!
SAP SPONSORSHIP OPPORTUNITIES
Tomi Laamanen (Past IG Chair, University of St. Gallen)

We have had in recent years the University of Queensland and the University of Sydney as our Gold sponsors and University of St. Gallen as our Bronze sponsor. This year The University of Queensland Business School and the Haslam College of Business (University of Tennessee Knoxville) have provided substantial sponsorship to the SAP IG. We would warmly welcome other universities to sponsor the SAP IG -- at the Bronze (up to 500 US$), Silver (up to 1000 US$) or Gold levels (more than 1000 US$). In addition, we would like to offer for our members the possibility to sponsor specific activities of the SAP interest group. Even small donations would make a huge difference due to the small budget of our Interest Group. The different activities and events for which we are looking for sponsors include:

• SAP Welcome Breakfast on August 5, 2016
• Reception before SAP Dinner, August 5, 2016
• SAP Dinner on Friday evening August 5, 2016
• SAP Social after Business Meeting, August 8, 2016
• SAP Awards: Best Conference Paper, Best Practice Paper
• SAP Distinguished Keynote Speaker Event
• SAP Doctoral & Early Career Program

We will highlight our sponsors in connection with the sponsored event itself, in the SAP Program Brochure, in the SAP Newsletter, and in the SAP Business Meeting. If you would like to sponsor any one of these events, please contact the Past SAP IG Chair Tomi Laamanen (Tomi.Laamanen@unisg.ch).
UPCOMING SAP ELECTIONS

Candidates for the PDW Chair Position

Rajiv Nag, LeBow College of Business, Drexel University, Philadelphia, USA

I am currently serving as Assistant Professor of Management at the LeBow College of Business, Drexel University, Philadelphia, USA. I obtained my PhD from Pennsylvania State University in 2006. I see myself primarily as a strategic leadership researcher. In particular, the central idea that has driven my research is the question around how organizational identity and managerial practices (broadly defined) influence and foster the conditions under which managerial and organizational knowledge enhances/abates innovative outcomes in firms. Some of my works have appeared in the Academy of Management Journal, Strategic Management Journal, Journal of Operations Management, Journal of Management Inquiry, and the Proceedings of the Academy of Management Conference. Besides scholarly articles, I have also co-authored scholarly chapters in two important books on organizational learning and knowledge management.

Peter Smith, University of Auckland, New Zealand

Peter Smith teaches and researches strategizing at the University of Auckland. He first encountered strategy-as-practice when he stumbled across Paula Jarzabkowski’s conference paper "Strategy as practice: Recursiveness, adaptation and strategic practices-in-use" in 2002. That led him to EGOS, where he has been a regular face at the S-a-P stream since 2003. For many years, he acted as the bibliographer for the nascent S-a-P group producing a yearly update.

Candidates for the Treasurer Position

Jean-François Harvey, Harvard Business School, USA

Jean-François Harvey is currently engaged in postdoctoral research at Harvard Business School, working on a book titled Teaming Across Boundaries (co-authored with Amy C. Edmondson). His research examines how individuals, teams, communities, and organizations learn and change, with a particular emphasis on how they can overcome the inherent difficulties of working across knowledge boundaries. His goal is to further our understanding of work and make contributions that matter for collaboration and innovation. Jean-François received his Ph.D. in Administration from HEC Montréal, and was a visiting scholar at UIC Berkeley’s Institute for Business Innovation. His dissertation, titled Knowing Communities: Knowledge Sharing & Creation, offers a deep dive into the videogame industry, and builds the micro-macro link between strategy processes and organizing practices by exploring the roles of knowing communities in sensing and seizing opportunities. Jean-François has received awards and honors for his work, most recently recognized with the Thomson South-Western Research Award at the 2015 Academy of Management Annual Meeting.
Candidates for the Treasurer Position (continued)

Eric Knight, University of Sydney Business School, Australia

Eric is a Senior Lecturer at the University of Sydney Business School, and his research focuses on strategy-as-practice in complex organizational contexts. He has a particular interest in how contradictory yet interdependent tensions shape the strategy process, which contributes to the emerging theory of paradox. He is experienced in qualitative research methods, deploying longitudinal and ethnographic case study approaches. He uses these data to extend theory in strategy process, strategy-as-practice, paradox, and in international business. He has papers published or forthcoming in journals including Organization Studies, Journal of Economic Geography, and MIT Sloan Management Review. Specific to SAP, Eric will co-organize a PDW titled ‘A Practice-based perspective on paradox: studying strategy tensions’ for the 2016 Academy of Management meeting with Dr Jane Le and Dr Rebecca Bednarek. He regularly attends the Academy of Management and EGOS meetings. In terms of treasurer skills, Eric is currently a chief investigator on grants valued at approximately AUD$300,000, including a competitive ARC Discovery Grant (2016-2018) and an industry-linked grant. He has responsibilities for budget management and funds allocation within these grants.

Carola Wolf, Aston Business School, UK

Carola Wolf is Lecturer in Strategy at Aston Business School/UK. Her research applies a sociological perspective on strategy processes and practices, with a particular focus on middle managers. Her most recent publications include ‘Strategic Planning Research: Toward a Theory-Driven Agenda’ (Journal of Management, forthcoming, with Steven Floyd) based on her research on the role of strategic planning processes on middle management engagement in strategy making. Her further research interests include topics such as strategic change, and the emergence of strategy. She currently holds a research grant from the British Academy to study middle manager career trajectories based on life story interviews.

Elections open April 15th!
SNEAK PREVIEW – AOM PROGRAM FOR ANAHEIM

Paul Spee (SAP Program Chair, The University of Queensland Business School)

We received a tremendous number of submissions for the upcoming 76th Academy of Management, and we anticipate a high-quality and outstanding SAP program.

We will feature a diversity of work represented by 46 papers, 4 symposia and 7 PDWs across a range of SAP-relevant topics. Here is a taster for some of the sessions we will be hosting:

• SAP Distinguished Keynote by Jean Bartunek (Discussant: Julia Balogun)
• Featured symposium on “Meaningful strategy” (Organizer & Chair: Saku Mantere)
• A series of PDWs offers a wealth of experience and advice to manage the early stages of an academic career and hands-on experience with coding
• Social Dinner and Meet & Greet: Continuing with past success, please reserve Friday night to our SAP informal dinner and watch out for our Meet & Greet breakfast sessions during the conference. Details will be announced in the next newsletter and via email to submitting authors as we are in the midst of finalising the venue.
• Location: The HILTON ANAHEIM hosts the PDW and scholarly program for SAP.

I would also like to take this opportunity to thank all of our outstanding reviewers. We had a large reviewer pool which offered a wealth of experience to tackle the significant amount of submissions. I particularly thank those people who signed up when our ‘urgent call’ for reviewers went out and those who acted as emergency reviewers, reviewing papers at short notice with quick turnarounds. I cannot emphasize enough how much we appreciate this important contribution you make to our interest group. Your dedication allows us to make good decisions and build a high quality program which in turn strengthens our interest group. It simply would not be possible without you. THANK YOU! (…And please sign up again next year…).

See you in Anaheim,
Paul
MESSAGE FROM THE INTEREST GROUP CHAIR:
HOW ARE WE DOING? WHERE ARE WE GOING?

Anne Smith, IG Chair, Haslam College of Business (University of Tennessee Knoxville)

In this mid-year newsletter, I address how we are doing – in membership and finances – and where we are going.

First, membership wise – as of March 2016, there are 606 members which is a whisker down from our 617 member level at the last Academy meeting in Vancouver. Our IG has a large percentage of international members, standing steady at around 65% of total members as compared to the overall AOM international percentage (as of last July) of 57% of total members from outside North America. Our membership composition (academic, executive, student, emeritus) is similar to the AOM percentages except for a higher percent of executive members for our IG (14% of members) as compared to AOM (9% of total members). While our IG has grown dramatically since 2011 (when we had 465 members), we might see a slight dip in membership related to more prosaic convention destinations (as compared to Vancouver) such as Atlanta in 2017. (Okay, full disclosure, I am an Atlanta native, but fully understand it is rarely an international vacation destination!) Let’s continue to recruit new members, especially doctoral students, to join our group!

Second, financially, we ended last year in the black and were able to carry over monies to this year’s convention. As well, we have already received two substantial sponsorship awards -- The University of Queensland Business School and the Haslam College of Business (University of Tennessee Knoxville). Some of these gifts will be used to subsidize the doctoral student’s Friday night dinners, but there are many other opportunities to sponsor SAP IG AOM activities (please see Tomi Laamanen’s article in this newsletter). By far, the largest expense each year is the Monday night social. Overall, our IG is in good financial shape and perhaps will be even better with more sponsorships!

Third, when are we going up for Division status? I have always been pushing for Division status. Yet, after talking with AOM headquarters representatives last year, it makes sense to go up for Division status at our next five year review. This will be during the 2017-2018 cycle (documentation due to AOM in February, 2018). The AOM criteria for going up for Division status are “if an IG’s research area becomes well-established within the management field, as demonstrated by an independent record of publications in scholarly journals and books as well as identifiable practical applications; and the IG achieves strength of membership and program, as demonstrated through the DIG Review process; then the IG may request Division status.” How can you help the IG move to Division status? Let the executive team know how feedback from SAP activities and feedback at the AoM conference made a difference to getting your paper ready for submission to a journal. Also, continue to target your SAP research to AOM outlets! Given these efforts and previous successes, I think the SAP IG will be in good shape in 2017 to go up for Division status.
In closing, I have to acknowledge that your IG is in good hands. Communication and coordination are excellent among the executive team. One innovation we made this year was to appoint three doctoral students and two early career academics who have been instrumental in adding energy to the management and operation of the Interest Group. Violettta Splitter and Shenghui Ma (both post-docs at the University of Zurich) served as Associate Editors, helping Paul Spee with the program. Genevieve Renaud (HEC Montreal) and Uche Ogwude (Aston) have been helping Leonhard Dobusch with social media. As well, there is a monthly virtual “membership” meeting with an energetic and creative group — Katharina Dittrich (chief organizer), Gary Burke, Rebecca Bednarek, Leonhard Dobusch, and doctoral student Christina Wawarta (Warwick). So processes are in place and all is moving forward.

Thanks for all you do for our Interest Group!

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**Chair Team**
- **Past IG Chair:** Tomi M. M. Laamanen
  tomi.laamanen@unisg.ch
- **IG Chair:** Anne D. Smith
  asmith51@utk.edu
- **IG Chair-Elect:** Jane Lê
  jane.le@sydney.edu.au
- **Program Chair:** Paul Spee
  p.spee@business.uq.edu.au
- **PDW Chair:** Sotirios Paroutis
  Sotirios.Paroutis@wbs.ac.uk

**Extended Officer Team**
- **Representative-at-Large:** Rebecca Bednarek
  r.bednarek@bbk.ac.uk
- **Representative-at-Large:** Carola Wolf
  c.wolf@aston.ac.uk
- **Representative-at-Large:** Robert P. Wright
  robert.wright@polyu.edu.hk
- **Secretary:** Gary Burke
  g.burke@aston.ac.uk
- **Membership Secretary:** Katharina Dittrich
  katharina.dittrich@uzh.ch
- **Treasurer:** Claus Jacobs
  Claus.Jacobs@kpm.unibe.ch
- **IT Officer:** Leonhard Dobusch
  Leonhard.Dobusch@uibk.ac.at

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**NEW! SAP INTEREST GROUP @ FACEBOOK**

While we are aware that not all people use Facebook for work purposes, those who do and are interested in following news and updates on the activities of the SAP Interest group can now follow us on Facebook at [facebook.com/sapataom](http://facebook.com/sapataom). In addition to recent news, the SAP Facebook page also features photos of previous SAP conferences and events.

The SAP Facebook page complements our other social media channels on Twitter (@strategizers) and YouTube as well as the SAP blog at [strategizingblog.com](http://strategizingblog.com). In case you have a blog post, news or material of potential interest to the SAP community to be spread via our social media channels contact IT officer Leonhard Dobusch ([Leonhard.Dobusch@uibk.ac.at](mailto:Leonhard.Dobusch@uibk.ac.at)).
EMERGING THEME IN SAP RESEARCH:
ORGANIZATIONAL PARADOXES AND SAP

Rebecca Bednarek (Birkbeck, University of London) and Jane Lê (The University of Sydney)

Paradox theory (Smith & Lewis, 2011) is an important and growing area of research for organizational scholars, including those within the Strategizing Activities and Practices community. Organizational paradoxes are defined as contradictory elements that are relationally entwined and persist over time. Paradoxes that scholars interested in strategizing have studied include contradictions between different performance objectives such as commercial/social or regulatory/ market (Jarzabkowski & Lê, forthcoming) goals. Other studies have shown how strategizing work itself is paradoxical (e.g., thinking and acting) (Dameron & Torset, 2014) and that sustained performance involves contradictory strategic agendas such as exploring and exploiting (Smith & Tushman, 2005).

In the paradox-themed section of the newsletter below two events focused on this area of scholarship are detailed. First, in May 2016 a workshop on paradox is being held at Cass Business School (all the exciting details are below). Second, the SAP Interest Group at the Academy of Management is sponsoring a PDW at the Annual Meeting focusing on the intersection between paradox and practice theory. This PDW reflects the fact that practice theory has already been instrumental in developing insight into how organizations work through paradoxical objectives (e.g., Abdallah et al., 2011; Bednarek et al., forthcoming Jarzabkowski & Lê, forthcoming). Such work provides the foundation for this PDW but also prompts ongoing research in this important area of scholarship. We hope this PDW will support and help foster this ongoing work.

Additional paradox-focused events to look forward to this year include the International Symposium on Process Organization Studies in June (“Dualities, Dialectics and Paradoxes in Organizational Life”) and Sub-theme 35 (“Paradox Theory and Research: Constituting Tensions, Power and Discourse”) at the European Group for Organizational Studies (EGOS) in July. We are also looking forward to the Special Issue on “Paradox, Tensions and Dualities of Innovation and Change” that is forthcoming in Organization Studies, as well as the Oxford Handbook of Organizational Paradoxes currently being edited by seminal scholars in the field: Marianne Lewis, Wendy Smith, Paula Jarzabkowski and Ann Langley. In short, watch this space – it is growing fast and extremely interesting. There is a Linked-In group ‘Paradox Theory Community’ you can join to receive periodic updates and keep in touch with like-minded individuals.

References
Jarzabkowski, P. & Le, JK. (forthcoming) We have to do this and that? You must be joking. Constructing and responding to paradox through humor’, Organization Studies.
WORKSHOP AT CASS BUSINESS SCHOOL “WORKING THROUGH PARADOX”

May 3rd 2016
Cass Business School, City University London

Join us for a day packed of engaging presentations, thought provoking conversations, and paper development.

Date and time: May 3, 2016, 11 am-6 pm (followed by drinks and dinner)

Location: Cass Business School, London (Bunhill Row Campus)

Cost: The workshop, lunch and refreshments are free. Travel, drinks, and dinner at your own cost

The (preliminary) programme is as follows:

· 10:30 am              Onsite registration
· 11-11:30               Introduction by Paul Tracey and Marianne Lewis
· 11:30-12:30          “The Doing of Paradox Research: Methodological Challenges and Illustrative Solutions” paper presentations by Paula Jarzabkowski and Costas Andriopoulos
· 12:30-1:30           Lunch
· 1:30-2:30              Paper and/or Early Research Development Roundtables
· 2:30-3:30              “Sustainability and Paradox: Illustrations of Using Paradox to Understand Sustainability” paper presentations by Tobias Hahn and Garima Sharma
· 3:30-3:45             Coffee Break
· 3:45-4:15             “How can Educators Incorporate Paradox into Teaching” by Russ Vince
· 4:15-5                  “Paradox: Taking Stock and Forging New Path” Brainstorming with Wendy Smith
· 5-5:30                  Closing Remarks by Davide Ravasi
· 6 pm                     Drinks and dinner

For more information please contact Garima Sharma at gsharma@ivey.uwo.ca.

Organizing Team: Costas Andriopoulos, Paula Jarzabkowski, Garima Sharma & Wendy Smith
You are invited to join a SAP Professional Development Workshop (PDW) to be held at the AoM Annual Meeting in August 2016 to help advance scholarship at the intersection of strategy, practice, and paradox, a topic area of interest to both paradox and strategy-as-practice scholars. We bring together leading scholars in this area of research, as well as a number of emerging scholars. Thematically, this PDW responds to the recent emergence of paradox theory within organizational studies (including, recent special issues, standing working group at EGOS, and a forthcoming Oxford University Press Handbook). In particular, there have been a growing number of scholars adopting a social practice theory lens to explore strategic tensions and calls for more work in this space. Part 1 of this PDW will consist of a Panel Discussion offering different perspectives on paradox and practice from leading scholars in the field, followed by a brief Q&A. This will be done in an interactive fashion consisting of panel debate around two key questions. Part 2 will involve roundtables designed around key themes at the intersection of strategy-as-practice and paradox scholarship. This will offer participants the chance to select a theme that is salient to their own research and work with senior scholars with experience in that area.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Speaker</th>
<th>Time</th>
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<tbody>
<tr>
<td>Welcome and brief overview</td>
<td>Rebecca Bednarek, Birkbeck, University of London</td>
<td>10 min</td>
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<tr>
<td>PART I: Keynote Speakers: Observations and Panel Discussion</td>
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<td>Current state of affairs in paradox theory</td>
<td>Wendy Smith, Associate Professor at Delaware University</td>
<td>5 min</td>
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<tr>
<td>Current state of affairs in practice theory</td>
<td>Eero Vaara, Professor at Aalto University School of Business</td>
<td>5 min</td>
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<td>Relevance of paradox in org studies</td>
<td>Andrew Van de Ven, Professor at Carlson School of Management</td>
<td>5 min</td>
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<td>Cross-over between paradox and practice</td>
<td>Ann Langley, Professor at HEC Montréal</td>
<td>5 min</td>
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<tr>
<td>Q&amp;A and discussion</td>
<td>Eric Knight, University of Sydney</td>
<td>30 min</td>
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<td>PART II: Breakout Roundtables</td>
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<td>Introduction</td>
<td>Eric Knight, University of Sydney</td>
<td>10 min</td>
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<tr>
<td>Table 1: Paradox and discursive practices</td>
<td>Eero Vaara, Aalto University School of Business</td>
<td>45 min</td>
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<td></td>
<td>Rebecca Bednarek, Birkbeck University</td>
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<td>Table 2: Paradox and identity</td>
<td>Mathew Sheep, Illinois State University</td>
<td>45 min</td>
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<td>David Oliver, University of Sydney</td>
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<td>Table 3: Paradox and leadership practices</td>
<td>Wendy Smith, Delaware University</td>
<td>45 min</td>
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<td>Alexander Zimmermann, University of St.</td>
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<td>Table 4: Paradox and process</td>
<td>Ann Langley, HEC Montréal</td>
<td>45 min</td>
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<td>Callen Anthony, Boston College</td>
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<td>Table 5: Innovation/change and paradox</td>
<td>Andrew Van de Ven, Carlson School of Management</td>
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<td>Eric Knight, University of Sydney</td>
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<td>Table 6: Temporality/sustainability and paradox</td>
<td>Natalie Slawinski, Memorial University of Newfoundland</td>
<td>45 min</td>
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<td>Garima Sharma, Ivey Business School, Western University</td>
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<tr>
<td>Wrapping up conclusion</td>
<td>Rebecca Bednarek, Birkbeck, University of London</td>
<td>5 min</td>
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Dear all,

We are happy to announce the 2nd Annual SAP Community Day in Naples. Following on from the 1st SAP Community Day last year at EGOS Athens, this event will take place on Wednesday, 6th July preceding the EGOS main conference.

After 10 successful years as an EGOS SWG, the SAP community continues to flourish as a Research Community Platform (RCP). The purpose of this event is to provide Strategy-as-Practice scholars with an opportunity to build and strengthen our community at EGOS by building on last year’s successful event. All SAP scholars – old and new to the community – are very welcome!

With many SAP scholars spread across different tracks for the remainder of the conference, our pre-colloquium event will allow members to renew and strengthen friendships while discussing issues of concern to the SAP community.

The day is split into two parts. **Part I (morning sessions)** is primarily targeting PhD students and Early Career scholars – but of course everyone is welcome! The morning sessions are providing a platform to discuss career related issues such as how to manage the early stages of an academic career, how to build up a publication record and contribute to the SAP research agenda. The **afternoon sessions (Part II)** target the broader SAP community starting with a research workshop that focuses on challenges in conducting qualitative research which are often overlooked in conventional research textbooks. For this year’s closing session we are trying out a novel “armchair chat” format designed as an informal interview style conversation with two experienced SAP scholars sharing some insights on their career paths in the SAP community.

We are excited that many of the scholars that have helped shaping the community over the last years have agreed to contribute to the day including Ann Langley, Paula Jarzabkowski, Eero Vaara, Curtis LeBaron, Loizos Heracleous, Linda Rouleau and many others. We have designed a number of different format sessions and will try to be innovative with formats to maximize interaction on the day. There will also be plenty opportunity for informal networking and discussions.

For further information on the detailed program and how to **register** please refer to the **EGOS website**.*

Please be mindful that **applications to participate** over the EGOS website will **close April 12th**! If you want to apply after the deadline April 12, 2016, please send an email – by April 29, 2016 at the very latest! – directly to the convenors.

Your organizing team,

Carola & Winston

c.wolf@aston.ac.uk
winston.kwon@ed.ac.uk

The Sir Roland Smith Centre for Strategic Management cordially invites SaP academics to attend a Study Day and Paper Development Workshop at Lancaster University Management School on May 10th 2016. The day’s events will encompass key note presentations from leading academics in the SaP field, including:

- **Paula Jarzabkowski**, Professor of Strategic Management, Cass Business School, City University London
- **David Seidl**, Professor of Organisation and Management, University of Zurich
- **Eero Vaara**, Professor of Organisation and Management, Aalto University
- **Richard Whittington**, Professor of Strategic Management, Oxford University

Together with a paper review workshop to help authors with a R&R or a rejection from a top journal to develop their SaP paper towards publication, and a panel discussion to draw the day’s events to a close.

**How to register to attend this free event**

- If you have a paper at R&R or rejection from a top journal and would like this to be debated and developed by the leading academics in the SaP field, please contact Dr. Andrea Herepath to register your attendance and to submit your paper to the organizing committee.
- If you wish to attend without submitting a paper, or for any further information about the event, please contact Dr. Andrea Herepath.

We look forward to welcoming you to Lancaster in May!

Best wishes, Duncan, Robert, and Andrea.

**Organising Committee**

- **Professor Duncan Angwin**
  Professor of Strategic Management
d.nangwin@lancaster.ac.uk

- **Dr Robert Demir**
  Lecturer in Strategic Management
  robert.demir@lancaster.ac.uk

- **Dr Andrea Herepath**
  Lecturer in Strategic Management
  a.herepath@lancaster.ac.uk
COMMUNITY OF ACADEMY SENIOR SCHOLARS: NEW ACTIVITIES FOR SENIOR SCHOLARS

Robert C. Ford, Co-Founder of CASS

At this year’s Annual Meeting in Anaheim the new initiative of the Academy of Management to serve its senior members, the Community of Academy Senior Scholars (CASS), will co-sponsor several events that members of this division are cordially invited to attend. CASS was created to provide programs and activities that are relevant and helpful for senior members of the Academy who are contemplating or in retirement from their primary career.

This year CASS is sponsoring or hosting two program activities. First, on Monday morning of this year’s Annual Meeting we will host a special CASS session that has two parts. The first part will be a strategic planning session, led by Myron Fottler, to discuss and organize how CASS can best serve all senior members of the Academy. The second part will consist of a discussion panel of past presidents entitled “To Retire or Not To Retire: That is the Question”. Moderated by Regina Greenwood and Julia Baker, these presenters will share the decision process they followed as they considered retirement. Panelists include Bill Starbuck, Mike Hitt, and Anne Huff with others scheduled to appear via SKYPE. Their experiences will frame an audience driven conversation about retiring, retirement, and finding new or encore careers. This two part session will start at 7:30 and a light breakfast will be provided. Please check the program for location.

The second activity will be a program co-sponsored with several divisions called “Then and Now”. This year’s offering, in a series that has included Gary Latham, Ed Locke, Fred Luthans, and Victor Vroom, we present the work of Sim Sitkin on Organizational Trust. The purpose of this session, chaired by Craig Crossley, is to spotlight a senior scholar’s contribution to the management body of knowledge by having that person discuss and describe how he or she got involved in this area and then developed it. To complement this distinguished scholar’s presentation, two recent scholars on this topic, Nicole Gillespie and Bart de Jong, will discuss how this original work has evolved. Please check your program for time and place.

CASS invites any member who might find the sessions sponsored by it to come and join us. We believe that there is a need in the Academy for an organized group of its senior scholars who wish to both socialize with and learn from each other the challenges and opportunities that senior scholars face.

To find out more about CASS, please visit: http://cass.aom.org/about/
PDW “TRANSLATING SCHOLARSHIP INTO PRACTICE: WHICH COMES FIRST: THEORY OR PRACTICE?”

Organizer: Melanie P. Cohen (U.S. Department of Housing and Urban Development), Practice Theme Committee

Sponsored by the Practice Theme Committee (PTC)

An important overarching question in the management literature and the social sciences is “which comes first: theory or practice?” Does management theory precede management practice or does management practice precede management theory? Does management theory prescribe management practice or does management theory describe management practices? The staunchest empiricists (e.g., Hume) resorted to “independent ideas” when attempting to rationalize “raw” observations. And the most radical idealists (e.g., Kant) relied on “direct observation” to abstract away their underlying theoretical constructs. This Professional Development Workshop (PDW) is the continuation of a line of research from prior AOM Conferences and Meeting. It will build on the work of two very successful PDWs: 1) “Translating Scholarship into Practice: How can the Results of Scholarship be Translated into Action by Practitioners?” that was conducted at the 2014 AOM Conference and 2) “Translating Scholarship into Practice: Using the World Café Technique to explore the gap between scholars and practitioners?” that was conducted in 2015.

This PDW will provide academics, educators, and practitioners with the opportunity to discuss and reflect critically on recent initiatives to bridge the scholar-practitioner gap and to inspire extensions of the AOM’s current efforts to increase the relevance and usability of published research. We will discuss ways and means for closing the gap between management scholars and management practitioners that include strategies for using information technology, such as social media technologies, to link researchers and practitioner. We approach the scholar-practitioner gap from several perspectives, including that of the researcher, educator, practitioner, and consultant working in the public and private sectors. The PDW participants are experts from around the world who will interactively explore with participants how each role contributes to the creation, translation, and dissemination of research results that are relevant and useful to practitioners. This will be accomplished using the World Café method, which is a structured conversational process. Participants will discuss a unique question that attempts to frame or reframe the scholar-practitioner gap discussion with a “table host” for about 20 minutes. At the end of the allotted time period, each participant will move to a new table, with a new table host, and a new question. Table hosts will provide each new group of participants with a short review of the work accomplished by the prior groups and ask each new group to build on this prior work. Several results are expected through the use of the World Café method: help to explore assumptions, unresolved issues and “sticking points” related to the gap between scholarship and practice; foster innovative ideas and suggestions; learn and share people’s ideas; provide an interactive platform for participants to engage and share the ideas; build a sense of community, participation and ownership; start a two-way dialogue between scholars and practitioners; create and grow internal networks for continued conversation between scholars and practitioners; and offer a professional development experience in the use of the World Café method. During the session, each participant in the session will have the opportunity to use a structured template specifically developed for this PDW to aid their assessment of their individual learning and develop a specific action plan. The results of the World Café exercise will be put together in a working paper and shared with participants at the next Academy of Management conference which will ultimately lead toward a reflective activity at the Academy of Management Conference in 2017. Academics and practitioners will help to provide validation of past results.
POST-DOC IN STRATEGY-AS-PRACTICE
Julia Balogun, University of Liverpool Management School

Postdoctoral Research Associate in Strategy-as-Practice/Strategic Change
£32,600 - £37,768 pa Faculty of Humanities and Social Sciences, University of Liverpool Management School (ULMS) Location: Liverpool Ref: R-590570/WWW
Closing date for receipt of applications: Wed, 20 Apr 2016 17:00:00 BST

The University of Liverpool Management School (ULMS) is offering a two year Postdoctoral Research position in strategic management, and more specifically strategy-as-practice and/or strategic change. The position is open to individuals who have completed or are near to completing their PhD in a relevant area of study and with expertise in qualitative research.

You will be working alongside Professor Julia Balogun, the new Director of the School. This post represents an exciting opportunity for you to develop your research further in the supportive environment of ULMS whilst also working on new research projects in the area of strategic change and strategy-as-practice. The post will provide the opportunity for you both to work on developing outputs from your PhD and to support Professor Julia Balogun in developing outputs from her existing empirical research in the areas of strategic change and strategy-as-practice. AACSB accredited and with its full-time MBA ranked in the Economist top 100, ULMS sits in the top 5% of business schools globally. The School has 150 academic staff who enjoy a strongly collegial, research-supportive, and intellectually vibrant interdisciplinary environment. Well-connected with industry and the professions, the School’s research activity and external relationships have clear real-world impact. ULMS is well positioned to enhance its national and international standing as it moves into its next phase of development, giving particular emphasis to developing the volume and reach of its world-class research activity. Later this year the School will move into its new extension in the Georgian quarter of Liverpool with state of the art facilities including a trading room and a marketing suite.

The post is available for 2 years.

For more information, please follow this link:
https://www.liverpool.ac.uk/working/jobvacancies/currentvacancies/research/r-590570/
We are excited to announce that the second edition of Practicing Strategy: Text and Cases will be formally published by Sage on 14th May 2016. The previous edition broke new ground by being the first textbook fully dedicated to the strategy-as-practice perspective and was shortlisted among the top 5 textbooks for the 2013 Chartered Management Institute award. In the new edition, we have followed the valuable feedback we received from the strategy-as-practice community and have made a number of significant enhancements: we have reshaped the contents, introduced 7 new chapters including a number of new mini and full cases, and have a new companion website. So if you are running or plan to introduce a strategy module for undergraduates or postgraduates using the strategy-as-practice ideas, this book is for you.

Inspection copies are now available from Sage at: https://goo.gl/trZQcy

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Resources
Companion Website coming soon

For Lecturers
Additional online readings
Instructor's Manual
PowerPoint slides

For Students
Author podcasts and videos
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ANNOUNCING NEW BOOK ON LEADERSHIP-AS-PRACTICE

Joe Raelin, Knowles Chair, D’Amore-McKim School of Business, Northeastern University

SAP members may be interested in a new book, just out from Routledge, called **Leadership-as-Practice: Theory and Application**. It is edited by member, Joe Raelin, and features content and authors very familiar with SAP theory and practice. Here’s what former SAP chair, Richard Whittington, had to say about it:

"This book collects powerful statements from notable scholars in the emergent Leadership-as-Practice field, and confirms it as a rich alternative to the under-socialised accounts of leadership that prevail so widely. Leadership-as-Practice: Theory and Application will be an essential reference point for researchers in this and related fields."

This book develops a new paradigm in the field of leadership studies, referred to as the "leadership-as-practice" (L-A-P) movement. Its essence is its conception of leadership as occurring as a practice rather than residing in the traits or behaviours of particular individuals. A practice is a coordinative effort among participants who choose through their own rules to achieve a distinctive outcome. It also tends to encompass routines as well as problem-solving or coping skills, often tacit, that are shared by a community. Accordingly, leadership-as-practice is less about what one person thinks or does and more about what people may accomplish together. It is thus concerned with how leadership emerges and unfolds through day-to-day experience. The social and material contingencies impacting the leadership constellation – the people who are effecting leadership at any given time – do not reside outside of leadership but are very much embedded within it. To find leadership, then, we must look to the practice within which it is occurring.

The leadership-as-practice approach resonates with a number of closely related traditions, such as collective, shared, distributed, and relational leadership, that converge on leadership processes. These approaches share a line of inquiry that acknowledges leadership as a social phenomenon. The new focus opens up a plethora of research opportunities encouraging the study of social processes beyond influence, such as intersubjective agency, shared sense-making, dialogue, and co-construction of responsibilities.

More information can be found on Amazon or on the Routledge site here:


Please consider attending Joe and colleagues’ **SAP symposium on Leadership-as-Practice** at the upcoming Academy of Management Annual Meeting in Anaheim.
SPECIAL ISSUE OF IJCA: “ACCOUNTING & MGMT IN ITALY: PAST, PRESENT AND FUTURE”

International Journal of Critical Accounting (IJCA)
www.inderscience.com/ijca

AIMS AND PURPOSE
One of the objectives of IJCA is to recognize all accounting origins. Thus, IJCA is preparing a special issue on the particular national traditions/practices of Italian Accounting and Management and how they have been researched by the Italian academic community. The special issue is aimed at supporting the international dissemination of Italian scholarship in the fields of Accounting and Management.

SCOPE/COVERAGE
Submissions addressing all fields of Italian Accounting and Management are invited. In particular, we welcome articles that present the integration of Italian classical thoughts with modern international theories, research and practices. Similarly, we welcome and invite authors to submit contributions that integrate the fields of accounting and management. Contributions can be of a theoretical or empirical nature. Manuscripts bridging theory and practice, and collaborations of scholars from different disciplines are particularly welcome.

NOTES FOR PROSPECTIVE AUTHORS
Full papers should be submitted by Email Word attachment (not in PDF) to Andrea Caputo (acaputo@lincoln.ac.uk) and one of the other Guest Editors of the special issue (see contacts below). Please also Cc the submission to the Editor Aida Sy (Aida.sy1776@gmail.com).

The first page must contain the title, author(s) name and affiliation, and contact information of the corresponding author. The submission must be accompanied by a cover letter explaining the relevance of the paper to the special issue and suggesting at least four names of experts in the field (providing affiliation, expertise and contact email).

Papers suitable for publication in the Special Issue will be double-blind reviewed, following IJCA’s review process guidelines.

Please feel free to contact one of the Guest Editors if you have any queries about the Special Issue.
Andrea Caputo, University of Lincoln, acaputo@lincoln.ac.uk
Salvatore Ferri, University of Naples “Parthenope”, salvatore.ferri@uniparthenope.it
Alberto Tron, University of Pisa, alberto.tron@uniroma1.it
Anthony Tinker, City University of New York, anthony.tinker@baruch.cuny.edu

IMPORTANT DATES
Submission of manuscripts: 30 June 2016
Notification to authors: 30 August 2016
Final versions due: 30 October 2016
YOUR SAP INTEREST GROUP OFFICERS!

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