



# STRATEGIES, ACTIVITIES & PRACTICES INTEREST GROUP

## APRIL 2017 NEWSLETTER

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### Dear SAP Members —

Welcome to the Spring 2017 Newsletter for SAP!

There is much going on and much planned as we look forward to the Academy of Management conference in Atlanta this August. We continue to grow as an interest group and as a strategy sub-field, and we are looking ahead to acquiring Division status in the Academy next year (see page 3). We have many PDWs planned, and our Doctoral and Early Career Program is on-track for another successful run. Our PDWs have lately been standing-room-only, so we encourage you to sign up early if you are interested, and please plan to join the many socials and the Friday dinner, as these are great ways to catch up with one another.

The entire Academy has been concerned over the U.S. President's immigration and travel ban plans, and our SAP leadership has been fully engaged. Check out their progress, ideas, and responses on these important issues in the letter from Jane and Paul (see page 8). On a more positive note, SAP research is moving into new areas—read on the Open Strategy initiatives (page 13) and the new website devoted to paradox scholarship (page 15).

Finally, we construct this newsletter with care to provide you, SAP scholars and practitioners, with the information about a community that seeks your involvement and energy. Without your active participation, SAP will always be much less than it could be. Please pass this newsletter on to colleagues and friends, and invite them to participate with you in the many planned SAP activities.

### Your Publishing Team —

Katharina Dittrich (University of Zurich, [katharina.dittrich@uzh.ch](mailto:katharina.dittrich@uzh.ch))

Cy Parks (University of Houston, [cbparks@uh.edu](mailto:cbparks@uh.edu))

## BRIEF UPDATE FROM THE PROGRAM & PDW CHAIRS: PLANNING FOR THE AOM ANNUAL MEETING, ATLANTA

Sotirios Paroutis, Program Chair and Rajiv Nag, PDW Chair



It has been a busy few months for all our authors and reviewers! **Thanks to all their hard work**, we now have **44 papers accepted** for the Atlanta conference, helping us set up **10 sessions** for Monday and Tuesday, and a discussion session on Sunday.

The breadth and depth of the submitted research was, once more, really superb and demonstrates the wealth of topics, methodological designs and empirical settings that our community grapples with. This year, **132 reviewers** signed up and for each manuscripts submitted, we had **4 reviewers** assigned, resulting in wonderful feedback for all our submitting authors.

We are also leading or co-sponsoring a great array of **10 symposia**, covering topics such as: strategy as narrative, open strategy, strategic leadership, implementing transformation change, intuition in organizations and theorizing from history.

The PDW program, preceding the main program also looks quite promising. The overarching aim for this year's PDW program design was to ensure that the SAP community benefits from the strengths already accumulated in the previous PDW programs in earlier AOM meetings and bring in new ideas and approaches. The selection of the PDWs for AOM Atlanta reflects these twin objectives. The Friday program will involve three PDWs: **a qualitative data coding boot camp, a PDW on the role of visibility in strategy, and a third PDW on managing global careers for academics**. These three PDWs will also be part of the **SAP Early Career Program (ECP)** which we will be running for the second time in Atlanta (see further details in this newsletter). The Saturday program will consist of 4 PDWs covering topics such as **climate change, interfaces between strategy practices and organizational routines, publishing strategy-as-practice research in top journals, and teaching strategy**.

Our **distinguished keynote speaker** for our Monday plenary has been confirmed and we are delighted to announce that it will be **Professor Dennis Gioia of Penn State University** with **Professor Ann Langley** as a discussant.

We would like to take this opportunity to say a **very warm thank you to** all authors who, regardless of the outcome, have entrusted their work with us, all panellists, discussants and speakers; and to all reviewers for providing their valuable feedback. In the next few months we will be providing further details of the program with you. Thank you once more to everyone involved for setting up a superb program for the SAP IG in Atlanta.



# ELECTIONS THIS YEAR AND BEYOND...

Anne D. Smith, Past Chair, SAP IG

Election time is upon us! This year we will electing three important positions: **Membership Secretary** (3 years, 2017-2020), **Secretary** (3 years, 2017-2020), and **PDW Chair** (5-year leadership track, 2017-2022). Two excellent candidates have agreed to run for each position.

Elections will open in mid-April. You will receive several emails to urge you to vote. **PLEASE VOTE!** We are going up for Division status soon and having strong participation shows active interest in our Group. If you are interested in running for a position in the future, below are the positions that will need to be filled in the next few years:

## **Election April 2018**

- Rep at large (1 year rotation, 2018-2019)
- Rep at large (2 year rotation, 2018-2020)
- Rep at large (3 year rotation, 2018-2021)
- PDW chair (leadership track, 2018-2023)

Each representative-at-large will have a different focus (IT, membership/virtual consortium, and awards), so if you are interested in running for one of these positions, please contact Jane Lê, who will organize the 2018 elections.

## **Election April 2019**

- Rep at large (3 years, 2019 -2022)
- Treasurer (3 year, 2019-2022)
- PDW Chair (5 year leadership track, 2019-2024)

## **Election April 2020**

- Rep at large (3 years, 2020-2023)
- Secretary (3 years, 2020-2023)

- Membership Secretary (3 years, 2020-2023)
- PDW Chair (5 year leadership track, 2020-2025)

We also are starting a rotation for our Advisory Board members to keep active participation. Advisory board members are those SAP scholars who started the Interest Group and/or have served in the 5-year leadership track.

There are also opportunities for Early Career Researchers to get involved as doctoral student representatives (appointed, around 3 to 5 students) or post-doctoral student representatives (appointed, around 2 to 4 post-docs). We also always need reviewers, so please sign up to review for SAP!

Come to our business meeting and social to meet the executive team, learn about our interest group, and express your desire to get involved! There are always opportunities to get involved such as reviewers, session chairs, discussants, and other non-elected positions.

Our group is one of the most international groups in the Academy and we try hard to be a welcoming home to scholars who are interested in the practice of strategy or those who are just curious what we are about!



INTEREST  
GROUP



# UPDATE ON OUR AMBITION TO MOVE FROM AN INTEREST GROUP TO DIVISION

Paul Spee, Incoming IG Chair, and Jane Lê, IG Chair

In line with our members' wishes, we are progressing our goal to transition from an interest group to becoming the 23rd division at the Academy of Management.

We think it is very important for SAP to have a presence at the AoM because it is the world-leading association for management scholars; it is thus central to facilitating our research and community engagement goals. As a division, we will make better progress toward these goals because numerous additional resources and services will be available to us. One advantage of being a division is **more stability and permanence** in the Academy, as division status brings a five-year horizon as opposed to more frequent reviews for continuance. Obtaining division status for SAP also **puts us on par with other divisions** and gives us the same rights and responsibilities. It also changes the formula for funding allocation and will **provide additional funding for community activities**.

We are thus reaching out to you, our members, to support our group's ambition for division status and to inform you of upcoming steps toward this change. In 2017, we are required to provide a review of SAP activities over the past few years in order to renew SAP as an Interest Group. As part of this upcoming review, AoM bylaws provide us with a window of opportunity to apply for an upgrade to division status. Initial conversations with AoM Officers have been favorable; our growth in members and scholarship puts us in a strong position to apply for division status.

**BUT – In order for us to become a division at AoM, we need your help!** Please stay an active member of our group, send in papers to the Chicago meeting, and complete the survey when you receive it (February 2018 – yes, we believe in preparing ahead!). Only **individuals registered as SAP members in 2017 will have the right to vote. We thus need you to renew your membership (or join SAP!) as soon as you can.**

Please support our efforts to secure division upgrade, so that we can continue to serve you as effectively as possible. If you have questions or comments, please don't hesitate to contact the SAP leadership team.

Thank you for your active support and encouragement!



# WANT TO SEE YOUR LOGO HERE? BECOME A SAP SPONSOR...

If you would like to **discuss any opportunities** specifically tailored to your institution, please don't hesitate to contact the **SAP treasurer Carola Wolf** ([c.wolf@aston.ac.uk](mailto:c.wolf@aston.ac.uk)).

Within the global community of the Academy of Management, the Strategizing Activities and Practices (SAP) interest Group with its over 650 members is one of the fastest growing communities bringing together established scholars, PhD students and practitioners. We are particularly proud of our efforts in developing early career scholars, linking academic scholarship with practical relevance and advancing the agenda of strategy-as-practice research in the field of organization studies and strategic management by focusing on the processes and practices constituting the everyday activities of organizational actors and relating these to strategic outcomes.

We provide our sponsors with the unique opportunity to connect with this vibrant community and raise visibility by supporting a variety of academic debates and sessions, developmental workshops and social events that we have set up for the AoM Annual Meeting in August 2017, in Atlanta.

**We offer a number of different sponsorship models:**

**General Sponsorships** are rewarded with visibility in all our communications including the SAP program that we print and distribute at the meeting, slides and oral recognition at our social meetings etc.

In addition to the benefits associated with a General Sponsorship, we also offer a number of higher visibility opportunities or to reach out to particular parts of our community by supporting specific events. For such **Event Sponsors**, we offer opportunities to be specifically associated with a particular event/ prize such as...

- ... our Annual Keynote of Distinguished Scholar,
- ... the SAP Social Party,
- ... a Professional Development Workshop,
- ... elements of our Doctoral Program,
- ... prizes, e.g., Best Doctoral Paper Award.

**WE THANK OUR CURRENT SPONSORS!**



# THE 77<sup>TH</sup> ANNUAL MEETING OF THE ACADEMY OF MANAGEMENT

August 4-8, 2017 Atlanta, GA, USA



## READY FOR ROUND NO. 2? THE SAP DOCTORAL & EARLY CAREER PROGRAM RETURNS TO AOM IN ATLANTA

Christina Wawarta, Doctoral Researcher, Warwick Business School, UK

Krista Pettit, Post Doctoral Research Associate, University of Liverpool Management School, UK

### **Our SAP Doctoral & Early Career Program for Atlanta!**

Due to the overwhelmingly positive feedback for our first ever SAP Doctoral & Early Career Program last year, we are hosting it again in Atlanta. Based on participant's remarks we have made some exciting changes to make the program better than ever.

The program takes place on Friday, August 3rd. We've carefully selected 3 PDWs to provide vital skills and trigger new ideas. The program balances methods, content & career advice with networking opportunities, information on the SAP community and individual mentoring sessions with experienced SAP scholars.

#### **Objectives:**

Our SAP Doctoral & Early Career Program aims to enhance the AoM experience for Doctoral and Early Career scholars by:

- **Maximizing the learning & development outcomes** for participants
- Providing an **engaging and valuable experience** to **new SAP scholars** and **integrating them into our community**
- **Motivating** Doctoral and Early career scholars who are interested in **SAP research** to learn, join and contribute to this expanding community



# DOCTORAL AND EARLY CAREER PROGRAM ELEMENTS\*

\* Selection of PDWs dependent on final schedule of the academy.



## SAP Doctoral & Early Career Program Kick-off

Have a good start into the day during a hearty breakfast with the patron of the SAP Doctoral & Early Career Program.

**Julia Balogun**

& the organizers of the Program



## Coding in the trenches: Qualitative Analysis Boot Camp.

This first PDW was oversubscribed in 2016 – as a program participant you bypass the line and waitlist!

**K. Golden-Biddle,  
Anne Smith** & many more!



## Visualizing Strategy: How *Seeing* Influences *Saying* & *Doing*

A hands-on workshop designed to address the growing interest in topics such as material artifacts and tools; semiotics & discourse; body language and emotions.

**Eric Knight, Sotirios Paroutis, Curtis Le Baron, Henrika Franck, Anne Smith, Loizos Heracleous**



## Advice for Managing International Academic Careers

Discuss & discover advice for navigating the waters of global academia. Topics include: juggling family with career; managing global careers; collaborating; working in a 2nd language; institutional differences.

**Laure Cabantous, Saku Mantere, David Oliver** & many more



## Individual mentoring session

Get advice from an established SAP scholar or post-doc based on your research interests. This unique opportunity will boost your research effectiveness and provides yet another opportunity for networking.

Some from last year:  
**Katharina Dittrich, Michael Smets, Robert Wright...**



## Official SAP community dinner.

Not yet enough?! Engage in an interactive Q&A session with our patron Julia Balogun before you are invited to the official SAP community dinner with some of the “big” SAP names – of course on our expenses.

All of the “big” SAP names!

## **Application Process & Timing**

The program is open to anyone in the early stages of their academic development who is interested in the SAP research agenda and methodologies. To apply, please send Christina Wawarta (c.a.wawarta@warwick.ac.uk) a short description about yourself, your research interests, and why you would like to participate in the program (not more than two or three paragraphs).

**Apply early**, we will only select twenty (20) participants! Applications are **now open** and will be accepted on a rolling basis until **June 15, 2017**.

# UPDATE: PRESIDENT TRUMP'S EXECUTIVE ORDER ON IMMIGRATION & REFUGEES

Jane Lê, Chair, and Paul Spee, Incoming Chair

In January 2017, President Trump issued an executive order, suspending entry to the U.S. of nationals from seven Muslim-majority countries. Since the original order was issued, it has been blocked, reissued and blocked again. While it is not currently active, it has generated a lot of questions and uncertainty among our members, who have raised issues relating to academic freedom, equality and liberty, and political involvement by academic associations. The purpose of this short piece is to offer a summary of how SAP has responded to requests from its members in relation to this complex and polarizing issue.

## SAP RESPONSE

Overview of activities to date.

**January – March 2017:** Engagement with SAP officers and extended board, as well as AoM leadership about the issue

**Early February 2017:** E-mail to all SAP Members informing them of our engagement with AoM President (Anita McGahan) and launching our member survey about the President's Executive Order

**Mid-February 2017:** Survey closes. Results analyzed, collated and presented to the AoM Executive committee

Our key aim throughout this process has been to seek dialogue with our members, to be a conduit for your voices, and to provide important feedback to the AoM Board about how our members are (directly or indirectly) affected by the Executive Order. We believe that, during this time, strong leadership with a focus on uniting, rather than dividing, communities is critical. This is what we have tried to espouse in our approach.

**Survey Results:** We want to start by framing the results in the context of a relatively low response rate (10%). This is perhaps unsurprising, given the time sensitivity around the issue and, hence, the quick turnaround of the survey. Results tended to be relatively polarized, either suggesting we completely refrain from any political activity OR suggesting strong political activity. Roughly equal numbers of respondents supported each view. In addition, various suggestions were provided in terms of how we might manage this event, ranging from avoiding engagement with the issue, to facilitating virtual attendance and waiving fees, and putting together special events, to avoiding travel to the US. Detailed responses have been shared with the AoM leadership to incorporate into their planning. We are also liaising closely with Anita McGahan regarding their broader response and initiative, looking for ways to get involved and support our members. We will release details of these initiatives as they become available and will also incorporate them into the SAP program flyers.

## AoM RESPONSE

The Academy's response is detailed on this website (please see the FAQ link and the new working group):

<http://aom.org/About-AOM/Governance/AOM-President-s-Message-about-travel-restrictions-to-US.aspx>

**January 2017:** Initial message about travel restrictions from AoM President, including some mechanisms for virtual inclusion of people unable to travel and waiver of attendance requirement

*(Continued on page 9)*

# UPDATE: PRESIDENT TRUMP'S EXECUTIVE ORDER ON IMMIGRATION & REFUGEES (CONT.)

Jane Lê & Paul Spee

*(Continued from page 8)*

**February 2017:** Amended policy on 'taking political stands' (where these threaten the AoM existence, purpose or function)

**Late-February 2017:** Board Task Force announced & member survey for input into taskforce launched

**March 2017:** Special initiatives at AoM Atlanta announced (*see at right*).

**Mid-March 2017:** Task Force membership confirmed: Chair, Professor Michael Hitt (Texas A&M University and Texas Christian University). The Vice Chair and AOM officer is Professor Mary Ann Glynn (Boston College). Other members of the task force are Professors Tunji Adebesean (Lagos Business School), Gerald Davis (University of Michigan), Sergio Lazzarini (INSPER Brazil), Raza Mir (William Paterson University), and Katherine Xin (CEIBS). Terese Loncar of the AoM headquarters team joins ex officio.

As I'm sure you can appreciate, this is a difficult issue that polarizes our membership. We are grateful to Anita for her strong leadership on the issue and particularly appreciate her quick response in tabling solutions. We also praise Anita's willingness to listen and engage throughout this process.

We look forward to keeping you informed.

Kind regards,

Jane Lê, Chair & Paul Spee, Incoming Chair  
On behalf of the SAP Executive Team

## *All Academy Theme Special Sessions: Global Events and Management Scholarship*

1. **Organizational responses to work and employment issues underpinning current global political decisions: Shared wisdom from the HR ambassadors**  
Division: Human Resources  
Submitter: Michal Biron, mbiron@univ.haifa.ac.il
2. **Students at the natural border interface: Providing support in and out of the classroom**  
Division: Organization and Management Theory  
Submitter: Wendy Smith, smith2@udel.edu
3. **Business and management in an age of risking nationalism: Historical perspectives**  
Division: Management History  
Submitter: R. Daniel Wadhvani, dwadhvani@pacific.edu
4. **The borders of nations and of scholarship: At the interface of political and intellectual questions**  
Division: Critical Management Studies  
Submitter: Mark Learmonth, mark.learmonth@durham.ac.uk
5. **Up, down & sideways approaches to building trust and dispelling distrust across national boundaries**  
Division: Conflict Management  
Submitter: Michele Williams, Michele-williams@uiowa.edu

# PDW: “PUBLISHING STRATEGY-AS-PRACTICE RESEARCH IN TOP JOURNALS”

## **Organizers**

Paul Spee, University of Queensland

Shenghui Ma, University of Zurich

The workshop is designed to offer Strategy-as-Practice scholars insights into publishing their work in different top tier journals. (Co-)editors of *Organization Science*, *Organization Studies*, *Strategic Management Journal*, and *Strategic Organization* will each present an exemplary practice-based publication and outline the criteria that qualify promising submissions. Complementing these presentations, two authors will report on their experiences of publishing in these different outlets. In a series of round tables workshop participants have the opportunity to discuss their experiences and receive feedback from (co-)editors and experienced authors.

The space for participation is limited. Please pre-register in the AOM meeting system, which will be open soon. First come, first serve! If you have any questions, please contact [shenghui.ma@uzh.ch](mailto:shenghui.ma@uzh.ch).

## REGISTRATION

The space for participation is limited. Please pre-register in the AOM meeting system, which will be open soon. First come, first serve! If you have any questions, please contact [shenghui.ma@uzh.ch](mailto:shenghui.ma@uzh.ch).

## **Panelists:**

### *Editors*

Michel Anteby, Boston University (Organization Science)

Paul Spee, University of Queensland (Organization Studies)

Gianmario Verona, Bocconi University (Strategic Organization)

Richard Whittington, University of Oxford (Strategic Management Journal)

Mike Zundel, University of Liverpool (Organization Studies)

### *Authors*

Rebecca Bednarek, University of London

Sotirios Paroutis, University of Warwick



# PDW ON “ADVICE FOR MANAGING INTERNATIONAL ACADEMIC CAREERS”

## **Organizers**

Rebecca Bednarek, Senior Lecturer, Birkbeck, University of London

Katharina Dittrich, Assistant Professor, University of Zurich

Carola Wolf, Lecturer, Aston University

This Professional Development Workshop (PDW) is tailored to Ph.D. students and early career scholars pursuing careers worldwide. It focuses on a particular aspect of academic careers, that is the increasing internationalization of academia. The PDW will address a wide range of issues, opportunities, and challenges that early-career scholars face when seeking to establish their academic careers in an international setting (see table below for topics).

The first part of the PDW will be designed as a facilitated panel discussion to provide a platform to discuss particular challenges of international careers. In Part 2 of the PDW, participants will attend pre-selected roundtables; these roundtables will provide an opportunity to delve more deeply into specific questions. For this part, each roundtable will be hosted by one of the panelist joined by a further scholar with particular experience in the subject topic of the roundtable.

## REGISTRATION

In order to register for this PDW, please sign up in the AoM registration system once it is open (end of April).

To gain the approval code, please send an email to [r.bednarek@bbk.ac.uk](mailto:r.bednarek@bbk.ac.uk).

Places are limited so please register early.

Roundtable	Facilitators
Table 1: Families, dual careers and global careers	Saku Mantere, Associate Professor, McGill University Kathrin Sele, Assistant Professor, Aalto University School of Business, Helsinki
Table 2: Geographical and institutional differences and divides in academia	David Oliver, Senior Lecturer, University of Sydney Business School Krista Pettit, Research Fellow, University of Liverpool
Table 3: Organizing international collaborations: collocation, skype	Loizos Heracleous, Professor, Warwick Business School Rebecca Bednarek, Senior Lecturer, Birkbeck, University of London
Table 4: Working in a second language: tips and tricks	Laure Cabantous, Professor, Cass Business School, City University of London Carola Wolf, Lecturer, Aston University
Table 5: Building an international career when you cannot/do not want to relocate	Virpi Sorsa, Assistant Professor, Hanken School of Economics Katharina Dittrich, Assistant Professor, University of Zurich

# PDW: “SAP MEETS ROUTINE DYNAMICS”

## **Organizers**

Katharina Dittrich, University of Zurich

Vern Glaser, University of Alberta

This PDW offers participants an opportunity to explore connections and possibilities between current research in two areas: Strategy-as-Practice (SAP) and Routine Dynamics. Research in SAP and Routine Dynamics shares many similarities and intersects in multiple different ways. In this PDW, we focus on an area of overlap that has received little attention thus far: how the enactment of strategizing practices interweaves with the enactment of other organizational routines. In Part I of the PDW, three senior scholars will present a combination of empirical studies and theoretical reflections on this topic: Carlo Salvato will present an empirical study of The Campari Group that analyzes the relationship between middle manager-level and executive-level routines for mergers and acquisitions; Sarah Kaplan will reflect on the role of top management activities in changing routines at Citigroup; and Richard Whittington will provide broad-level theoretical reflections on the relationship between strategizing activities and enactment of routines. In Part II of the PDW, we offer participants an opportunity to submit research proposals and receive feedback from presenters and discussants. In summary, this PDW provides a forum for scholars in SAP and Routine Dynamics to build community and discuss current research that sits at the intersection of strategizing activities and routines.

## **Presenters**

Sarah Kaplan, University of Toronto

Carlo Salvato, Bocconi University

Richard Whittington, University of Oxford



## **Discussants**

Torsten Schmid, University of St. Gallen

Kathrin Sele, Aalto University

Marvin Washington, University of Alberta



## REGISTRATION

Part 1 of this PDW requires no registration. For Part II, we request participants to submit a 500-1000 word description of their project that engages strategy and routines from a theoretical and/or empirical perspective. Please submit your applications to [katharina.dittrich@uzh.ch](mailto:katharina.dittrich@uzh.ch). The deadline for applications is July 1st 2017.

# WE ARE OPEN!

## INITIATIVES ON OPEN STRATEGY RESEARCH

**Violetta Splitter** – Assistant Professor, University of Zurich, Switzerland

**Leonhard Dobusch** – Professor of Organization, University of Innsbruck, Austria

**David Seidl** – Professor of Organization and Management, University of Zurich, Switzerland

**Richard Whittington** – Professor of Strategic Management at the Saïd Business School, Oxford University, UK

In the area of strategy we currently observe a trend towards greater openness. Chesbrough & Appleyard (2007) and Doz & Kosonen (2008) coined the term "Open Strategy" to capture this phenomenon. While strategy-making was traditionally associated with secrecy and exclusion we find that many organizations have started to become more transparent towards their internal and external audiences about their strategies, and to actively involve a wide variety of actors outside the top management team in the development of their strategies (Whittington et al. 2011). This is accompanied by new practices of strategy-making such as strategy jamming (Palmisano, 2004), strategy crowdsourcing (Stieger et al. 2012), strategy blogs (Gegenhuber & Dobusch 2014), inter-organizational explorations of strategic issues (Werle & Seidl 2012) and public strategy updates (Whittington et al. 2016). Because of the shift and emergence of Open Strategy practices, Strategy-as-practice scholars have launched several initiatives aimed at fostering research on Open Strategy.

### **Open Strategy Website**

The website of the Open Strategy Network (OSN; <http://www.openstrategynetwork.com/>) serves as a platform for Open Strategy research. OSN is an international network of scholars interested in studying Open Strategy, coordinated by the University of Zurich, Saïd Business School and the University of Innsbruck. The website allows you to find recent publications, post new events and browse through the OSN members data base.

[Join](#) the network and contribute to the OSN development!

### **Special Issue on Open Strategy**

In Summer 2017, a Special Issue of Long Range Planning on Open Strategy will be published. The Special Issue is edited by Richard Whittington, Julia Hautz and David Seidl. It covers the dimensions, dilemmas and dynamics of Open Strategy. The empirical examples of Open Strategy explored in the various contributions to the Special Issue include transparency during M&A processes, virtual participation in strategy-making and radically open strategizing in the case of a producer co-operative.



(Continued on page 14)

## OPEN STRATEGY RESEARCH (CONT.)

(Continued from page 13)

### **Sub-theme on Open Strategy @EGOS**

Leonhard Dobusch, Georg von Krogh and Richard Whittington are organizing a [subtheme on Open Strategy](#) at the EGOS Colloquium 2017. The track focuses on a cross-fertilization between the emerging Open Strategy literature and other areas and concepts of organizational openness. It thus seeks to situate Open Strategy within broader shifts towards greater openness of various kinds (open innovation, open source, open government, open science/citizen science and similar). By adopting this broader orientation, the sub-theme aims to access theoretical and empirical insights from other domains capable of informing expectations about organizational strategy in particular (e.g. Dobusch, 2014; Spaeth et al., 2014; von Krogh et al., 2012). The sub-theme will empirically examine various practices of open strategy, consider different theoretical perspectives for understanding this phenomenon, and address potential problems for those involved (employees, managers and other stakeholders).



### **Handbook of Open Strategy**

David Seidl, Richard Whittington and Georg von Krogh are the editors of an upcoming Handbook of Open Strategy, which is intended for publication by Cambridge University Press. The book will provide a systematic account of different dimensions and forms of Open Strategy and ways of capturing them theoretically and methodologically, integrating the largely fragmented theories and research on this topic.

The book will comprise four parts. Part I will provide the conceptual foundations for the engagement with Open Strategy. Part II gives an overview of Open Strategy practices and different technologies employed in the respective practices. Part III focuses on the central theoretical perspectives and methodological approaches to studying Open Strategy. And part IV will reflect on the drivers and challenges of Open Strategy that either limit or advance the degree of openness in strategy processes. Most contributors are well known Strategy-as-Practice scholars, such as Leonhard Dobusch, Stewart Clegg, Linda Rouleau, Sotirios Paroutis and Violetta Splitter. Some early drafts of the chapters of the Handbook will also be presented at the EGOS subtheme on Open Strategy.



**CAMBRIDGE**  
UNIVERSITY PRESS

# NEW WEBSITE FOR SCHOLARS STUDYING PARADOX



Eric Knight, University of Sydney, on behalf of the editorial team

Helping organizations  
and individuals  
thrive with  
competing demands

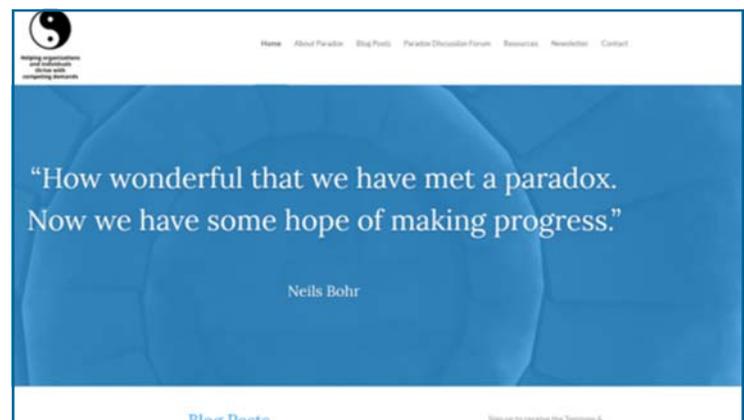
Paradox scholarship has emerged as an exciting and fruitful perspective for strategy scholars particularly interested in studying competing demands. In recent years, there have been a number of intersections with the Strategy-as-Practice community, including:

- 2016 PDW at Academy of Management on 'Paradox and Practice' organized by Rebecca Bednarek, Jane Lê, and Eric Knight
- 2016/2017 Special Issue in *Organization Studies*, with papers by active SAP scholars including Jane Lê, Paula Jarzabkowski, Eric Knight, and Sotirios Paroutis
- Forthcoming *Oxford University Press Handbook of Organizational Paradox*, edited by Wendy Smith, Marianne Lewis, Paula Jarzabowski, and Ann Langley
- 2017 Workshop on 'Paradox, Discourse, Strategy and Practice' at the University of Sydney, featuring leading scholars Marianne Lewis, Paula Jarzabkowski, and Hari Tsoukas

Now, we have a new website targeted for PhD students, scholars, educators, and managers interested in paradox research. The address is [www.leveragingtensions.com](http://www.leveragingtensions.com).

Please sign up and share with your colleagues, students, and partners. The website includes:

- **Blog posts**, by leading scholars in the field and emerging voices reflecting on paradox and what it means in their research and every-day life
- **Announcements**, including to Call for Papers and upcoming symposia
- **Q&A**, for scholars and PhD students seeking guidance in paradox scholarship
- **Reference resources**, for scholars seeking to navigate the field in research, education, and management,
- **Newsletters**, covering activity in the paradox community and the opportunity to sign up for regular delivery to your inbox



There will be opportunities to engage at the 2017 conferences and with the OUP Handbook being launched at AoM-Atlanta in August 2017. Until then, please sign-up, research, and share with those interested!

**Editorial team:** Wendy Smith (Founding Editor), Costas Andriopoulos (Founding Editor), Eric Knight (Founding Editor, Editor in Chief), Jonathan Schad, Camille Pradies, Robert Wright, Josh Keller, Garima Sharma, Matthew Sheep, Ann Zhang, and Valerie Michaud

# FOCUS ON SAP PROGRAMS: THE STRATEGY GROUP @ HANKEN SCHOOL OF ECONOMICS

Virpi Sorsa, Hanken School of Economics

## Strategy group:

Professors Sören Kock, Janne Tienari and Liisa Välikangas; Assistant professors Virpi Sorsa, Mikko Vesa, Ville-Pekka Sorsa, Tuomas Harviainen; Post-docs Damon Golsorkhi, Jouni Virtaharju, Tricia Cleland-Silva; and PhD students Eva-Lena Lungren-Henriksson, Johanna Dahl, Fredrik Weibull, Philip Gylfe, Kari Jalonen, Alexander Grün, Thach Huynh Bao, Anna Dziuba



## Conference activities:

EGOS 2017, Sub-theme 49: Identity Tensions and Strategizing

Sub-theme 39: The Games Organizations Play: The Uses and Effects of Play at Work

## Funded projects and project proposals:

Metropolitan growth through high-impact firms, Public sector renewal and the strategification of cities

## PhD theses news:

New PhD students to the Strategy as Practice community at Hanken are Alexander Grün, Thach Huynh Bao, and Anna Dziuba. PhD candidates Eva-Lena Lungren-Henriksson, Philip Gylfe, and Kari Jalonen have submitted their PhD theses to examination and Johanna Dahl will defend her thesis on "Coopetition in Inter-firm Relationships. A conceptual development of coopetition as a process and a strategy and an empirical investigation of the outcomes in an international context" in the 29.4.2017 with the opponent professor Devi Gnyawali from Virginia Tech.

Tricia Cleland-Silva defended her PhD thesis in Hanken on "Packaging Nurses: Mapping the Social Worlds of Transnational Human Resource Management" on the 26th of November 2016. The opponent was Ivy Lynn Bourgeault from University of Ottawa. Jouni Virtaharju defended his PhD thesis with honours in Aalto School of Technology on "Making Leadership: Performances, Practices, and Positions that construct Leadership" on the 10th of October 2016. The opponent was Keith Grint from Warwick Business School.

## Publications to notice:

Välikangas, L & Gibbert, M 2016, Strategic Innovation: The Definitive Guide to Outlier Strategies. 1st ed., Pearson Education, Old Tappan, New Jersey.

Vesa, M et al. 2016, Computer Games and Organization Studies, Organization Studies. DOI: 10.1177/0170840616663242

# SAP PUBLICATION ANNOUNCEMENT

## ***Handbook of Strategy Process Research From a Middle Management Perspective***

Steven W. Floyd and Bill Wooldridge, Editors  
Isenberg School of Management, University of Massachusetts - Amherst

The premise of this volume is that the complex social processes that animate strategic decisions involve not only top-level executives, but also middle managers distributed throughout the organization. Designed for doctoral students and others interested in middle managers and strategy process, the Handbook integrates the threads of scholarly work in this domain and charts a course for future research. Chapters are written both by scholars who have “paved the way” for the middle management perspective and scholars who have done recent, cutting edge research from this point of view.

<http://www.e-elgar.com/shop/handbook-of-middle-management-strategy-process-research>



Chapters:

### **1. The Role of Middle and Top Managers in the Strategy Process**

(Xavier Castañer and Howard Yu)

### **2. Functions of the Mezzanine** (Anurag Sharma)

**3. Some Middle Managers are More Influential Than Others: An Approach for Identifying Strategic Influence** (Bill Wooldridge and Steven W. Floyd)

**4. The Role of Issue Selling in Effective Strategy Making** (Susan J. Ashford, Madeline Ong, Gareth D. Keeves)

**5. Strategy-as-Practice Research on Middle Managers and Sensemaking** (Julia Balogun and Linda Rouleau)

**6. Middle Managers' Emotion Management in**

**Strategy Process** (Quy Nguyen Huy and Yidi Guo)

**7. Middle Managers: The Lynchpins in the Corporate Entrepreneurship Process** (Donald F. Kuratko)

**8. Developing Theory about the Development of Theory** (Henry Mintzberg)

**9. Complex Strategic Integration at Nike: Strategy Process and Strategy-as-Practice Combined** (Robert A. Burgelman)

**10. A Conceptual Framework of Middle Managers' Strategic Role Flexibility** (Ruifang Wang, Patrick T. Gibbons, Ciaran Heavey)

**11. Mintzberg's Pattern: Middle Managers in Polyphonic Strategy Process** (Saku Mantere)

**12. Middle Management Engagement in Strategic Planning Routines – A Mindfulness Perspective** (Carola Wolf)

**13. Middle Management and Strategy Process: Toward a Pluralistic Theory of Power** (Torsten Schmid)

**14. Measuring the Middle: The Use of Social Network Analysis in Middle Management Research** (David G. Cohen and Sudhir Nair)

**15. Choreographies We Strategize By: Using Video Methodology in the Study of Embodiment** (Philip Gylfe)

**16. A Psychological Perspective on Middle Managers' Strategic Championing Behavior** (Nüfer Yasin Ates, Murat Tarakci, Yoojung Ahn, Steven W. Floyd and Bill Wooldridge)

**17. The Knowledge Brokering Role of Middle Managers: The Case of Hybrid Middle Managers in a Professionalized Organization** (Graeme Currie and Nicola Burgess)

**18. Middle Managers and Corporate Entrepreneurship: Unpacking Strategic Roles and Assessing Performance Implications** (Johanna Mair)

**19. The Interface of Top and Middle Managers: Taking Stock and Moving Forward** (Anneloes Raes and Koen van Vlijmen)

# CALL FOR PAPERS: 16<sup>TH</sup> INTERNATIONAL ENTREPRENEURSHIP FORUM (IEF)

## Conference Theme: Sustainable Entrepreneurship and Economic Development

14 - 16 September, 2017; Location: Kathmandu, Nepal

Submissions due 30 May, 2017 (<https://www.iefconference.com>)

Developing an entrepreneurial approach to strategy means being able to cope with the uncertainties that surround today's business by sharpening a focus on sustainable opportunity development and realization. By connecting theories and the practice of new venture creation centered around new product/ services or organizational transformation, managers are better equipped to determine what sustains in terms of changing business models. Finally, a greater awareness of ecological, organizational, resource-based and people-focused sustainability helps managers to develop strategies for innovation and entrepreneurial outcomes involving disparate stakeholders.

The sub-themes of the conference are identified in such a way that will help investigate and develop a critical understanding of sustainable entrepreneurship and economic development and the role and function of entrepreneurs and enterprises in a changing world. We welcome papers that fall in, or are related to, the following sub-themes:

- Entrepreneurship vs. sustainable entrepreneurship
- Values of sustainable entrepreneurship
- Business start-up and sustainable entrepreneurship
- Sustainable entrepreneurship and development and growth
- Women in sustainable entrepreneurship
- Rural urban linkages
- Entrepreneurship and innovation and rural development
- Financing/Resourcing sustainable entrepreneurship and innovation
- Digital technology and sustainable entrepreneurial development
- Technological, organization and social innovation
- Economic, social and personal value creation
- Network of ideas and resources
- Rural innovation and local knowledge

The above is not however an exhaustive list. Among others, the proposed conference will help in conceptualizing sustainable entrepreneurship and innovation and its connection with economic development. Conceptual as well as empirical papers within the theme are welcome.

For any organizational issues regarding the conference please contact:

Elena Koshcheeva, Research and Conference Assistant, International Entrepreneurship Forum

Email: [iefsubmissions@gmail.com](mailto:iefsubmissions@gmail.com)





**IG Chair:** Jane Lê – The University of Sydney (jane.le@sydney.edu.au)

**IG Incoming Chair:** Paul Spee – University of Queensland (p.spee@business.uq.edu.au)

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