



ACADEMY OF MANAGEMENT

CRITICAL MANAGEMENT STUDIES (CMS) DIVISION

LIVING STRATEGIC PLAN

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On behalf of the CMS Executive

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Executive Summary

The CMS Division houses a vibrant global community of scholars. Despite external pressures impacting the AoM and its customer-base, the CMS Division (CMS DIG) has remained a vibrant and intellectual space for established and emerging scholarship.

CMS as a disciplinary field has a long-standing history in promoting scholarship which is vital in understanding socio-political and economic challenges impacting institutions, organizations, and management approaches globally. Given current threats to the global population, the CMS DIG's strategic research priorities include climate change; global inequalities resulting from poverty, violence, war, and conflict; authoritarian politics; and corruption. The CMS DIG continues to question and explore the role business and management as a discipline and practice across geographies can continue to play in addressing such threats. The Division remains committed to questioning and investigating how institutions, including organizations and alternative organizations, can productively contribute to mitigating such threats and living more sustainably and more humanely, whilst also supporting those who are most vulnerable and marginalized in society. As such, CMS is a much-needed DIG in the AoM for academics and practitioners alike.

CMS DIG Membership has grown slightly despite decreasing AoM membership. The community has grown its Asian community reflecting the DIG's internationalization strategy. This has been reflected in the Executive Committee's recruitment strategy to ensure its Executive represents the community.

Since the last review, the DIG has consolidated its financial position and predicts a healthy future if membership remains the same.

The recent DIG survey reports satisfaction with the activities of the division. A SWOT analysis has been conducted, based on the survey. Issues emerging from the analysis are outlined. In assessing CMS DIG's risk, the decision to move attendance to face-to-face may impact conference attendance. Online activities will therefore become more important moving forward, as well as further consultation with the AoM.

CURRENT STATUS – From 2017-2018 to (Post)Covid 2022-2023

In the last five years, two critical events impacted the AoM and CMS DIG: the US Presidential travel ban and the COVID-19 pandemic. The effect of the pandemic on higher education has resulted in funding shortfalls for academic conferences and travel.

Membership

As of 2022 records, the CMS DIG has 758 members. The membership comprises 71% international, 72% academics, and 20% students.

In the last five years, even during the absence of routine meetings, CMS has slightly increased membership (0.80%), even though AoM general membership has decreased (-1.97%). This is the result of AoM CMS DIG events and activities taking place online and outside of the annual AoM programme. The demand for more events increased.

While CMS DIG saw a reduction in US-based membership (-10.98%), international membership increased (6.52%). This results from the DIG's internationalization strategy reported in the last 5-year review.

The CMS DIG's recent survey (n=163) reports substantial growth in new membership during the last three years (40.49%).

Out of 122 members who responded to the survey, they were from Europe (39.34%), followed by North America (33.61%) and Asia (9.84%). This gives us insight into the growing Asian community base, alongside the dominant northern hemisphere of the CMS field.

Issue arising: Continue to internationalize and focus on area-specific membership drives, including the USA to grow US-based membership, and Africa and the Caribbean, of which none responded to the last survey.

Submissions

Due to COVID-19 pandemic conditions, there was a steep decline in submissions in 2021 (62 paper, 8 symposium, and 5 PDW submissions) compared to 2018 (124 paper, 11 symposium, and 15 PDW submissions). This was expected and inevitable, however, there is a recovery in submission numbers considering 2022 submissions (104 paper, 5 symposium, and 15 PDW). In 2023 120 papers, 9 symposia and 11 PDWs submissions were received. These submissions indicate that DIG submissions are going back to pre-pandemic numbers with more collaborative and inclusive ways of working within the DIG.

Issue arising: The programme structure will be an area of negotiation with the 2023 AoM programme team.

Regarding conference registrations, 2020 saw the lowest commitment, with 38% of the DIG members registered. This figure was comparable with overall AoM numbers in the last five years, except for 2022, where the CMS DIG had less registrations (46.44%) compared to AoM general membership (51.02%). This decrease in registration numbers is also reflected in the number of reviewers for 2022 (125), the lowest in the last five years. The CMS Executive have organized 'how to be a critical reviewer' sessions over the past two years; they have been

well attended and received, and have resulted in increased reviewer sign-ups. In 2023, 116 DIG reviewers signed up.

Issue arising: There are a number of issues that need to be considered going forward—the ongoing education strikes in the UK, restructuring of universities, and general fatigue of work intensification. The division will need to focus on its strategies for getting reviewers and submissions going forward. The theme of the conference impacts on CMS submissions. AoM consulting divisions on the theme may improve attendance as themes reflect the contemporary and emerging focus of the DIGs. 2023's AoM theme “Putting the Worker Front and Center” is one that resonates well with CMS members.

Benefits

The recent survey shows that 42% of the membership believes that DIG advances their career, and 74% would recommend CMS DIG to others.

In the last five years, according to the recent survey, members are most satisfied with the PDWs (weighted average of 3.99 on a five-point scale), social and networking opportunities (3.89) and traditional symposia (3.87). In contrast, they expressed much less satisfaction with virtual and hybrid sessions of all sorts (ranging between 3.11 and 3.43). In line with these results, members prefer attending PDWs (4.17), and social and networking opportunities (3.91), while they value overall access to participation on the program (3.93).

Issue arising: To discuss with AoM the nature and flexibility of the programme offered, and resources available to boost value add-ons for members. This includes the AoM job market and job readiness services being relevant to the CMS DIG.

Satisfaction

CMS DIG members appreciate most fair and open elections (4.05), followed by the responsiveness of the CMS Executive to members' concerns (3.96), the quality of the newsletter (3.87) and the level of communication received from the CMS DIG (3.84).

Overall, out of 123 members who responded to the survey, 81.3% are satisfied with their membership to the CMS DIG.

Issue arising: CMS Executive to explore areas of development moving forward.

Finances

During the review period, the Division received funding from several sources: (1) membership fees, (2) sponsorships, (3) AoM extraordinary funding, and PDW events. The first two categories are standard funding sources for the division. The third category, AoM extraordinary funding, is temporal funding to be faced out in 2022/2023. This additional funding was implemented to help with the extraordinary circumstances of the last years. The last category, PDW income, was unavailable for most of the period as this income is associated with our GOTH (Get Out of The Hotel) PDW that was cancelled as we were online because of the pandemic. See the table below for year to year.

RESERVE & ALLOCATION	2017	2018	2019	2020	2021	FIVE YR AVERAGE
BALANCE FORWARD	9,637	8,131	12,073	15,604	32,948	15,679
DIVISION ALLOCATION	8,937	13,063	12,772	17,139	17,056	13,793
TOTAL OPERATING FUNDS	18,574	21,194	24,845	32,743	50,004	29,472

REVENUE

SPONSORSHIPS	1,500	1,500	4,500	500	-	1,600
MISC INCOME- ICW	735				-	147
MISC INCOME - PDW		990			-	198
TOTAL REVENUE	2,235	2,490	4,500	500	-	1,945

EXPENSE

ADVERTISING/PROMOTION		467	487			191
AWARDS	1,651	178	285			423
BANK FEES/RET CKS/CHG BACKS		(25)				(5)
ENTERTAINMENT		900			-	180
EVENTS CATERING	10,058			(24)	975	2,202
EVENTS AM CATERING		10,329	12,192			4,504
GIFTS, GIVE-AWAYS, ETC.	469					94
PERSONNEL/PROF FEES/ WAGES				500		100
PRINTING PRODUCTION				165		33
TRAVEL	500		1,083			317
SCHOLARSHIPS & COMP PASSES				300		60
TOTAL EXPENSE	12,678	11,848	14,047	941	975	8,098

FUND NET	8,131	11,836	15,298	32,302	49,029	23,319
Interest (2%)		237	306	646	981	434
BALANCE FORWARD	8,131	12,073	15,604	32,948	50,010	23,753

(*) Estimated pending final adjustment from the AoM Financial Team due to transition on Software systems.

Traditionally, most of the operational expenses relate to our annual AoM conference. During the pandemic, moving the 2020 and 2021 annual conference online reduced the DIG's operational costs close to zero as there was no catering for social events or any other expenses associated with in-person events. Furthermore, implementing AoM sponsored scholarships also reduced our operational costs (yellow cell in the table above). The combination of all these elements resulted in an extraordinary economic surplus carried forward to 2022. It is worth noticing the budgetary limitations framing the current financial surplus. As per current AoM rules, all money coming from the academy may only be used for conference expenses at the Division level (ex., conference rooms, audiovisual equipment, catering, speakers, conference fees). The AoM funding may not be used for AoM membership fees -an issue discussed in the past.

As we prepare for 2023, it is worth noting that the inflation and removal of supplemental funding by the AoM may result in a situation where a review of our operational expenses

during the annual meeting may be necessary to maintain our current financial health moving forward.

SWOT (based on the survey)

Strengths – Inclusion, International membership, High-quality critical research, Community & Belonging, Diversity of programme, Between conference events such as webinars.

Weaknesses – Need to be more open as a DIG, Less critical sectarianism.

Opportunities - Relevance with ongoing challenges, Focus on younger generation, Develop internationalization strategy and membership base, Synergies between CMS DIG and other DIGs.

Threats – Doing critical work in mainstream business and management schools is under threat, and given the wide-spread of critical research across other divisions whilst the DIG may see this as a threat to growing the DIG it is also an opportunity for cross-division collaborations. Losing relevance with the CMS community.

ISSUES EMERGING

Conference attendance

According to the recent survey, 53% of the members do not attend the conference due to funding issues. Pandemic conditions and the time of the conference were not helpful.

Issue arising: There are global variations regarding the timing of the AoM conference. As more online events attract CMS interest and grows the community, these activities do not convert to expected conference attendance. AoM to consider offering bursaries for early career researchers so that smaller DIGS can grow a new customer base.

Improvements

Based on the survey results, CMS DIG members expect improvements in external relations concerning corporate, societal, and public policy issues (3.63), scholarships and research funding (3.5) and develop communities of practice based on common interests (3.33).

Issue arising: The external relations of the CMS DIG are robust and frequent. Discussions between the CMS DIG and AoM to leverage resources and focused activities of relevance to the membership are urgent.

Membership opportunities

Europe and North America dominate the membership. While the CMS DIG has members based in South America (8.20%) and Australia and South Pacific (8.20%), there are no members working in African or Caribbean countries.

Issue arising: CMS DIG to target local communities with CMS DIG activities and also consider representation of its executive. AoM to advertise CMS DIG events across platforms and activities for African and Caribbean based members. Also noteworthy, are the expenses linked to AoM conferences that many scholars from the Global South may not be able to afford.

Issue arising: CMS DIG Executive continue to encourage its members to submit papers, symposia and PDW and register as reviewers.

Issue arising: While there are criticisms concerning the hybrid offering, it was an inclusive and flexible mode of delivery for CMS members to attend and present their work. AoM to consider its strategy on hybrid offering.

Issue arising: Alternative scholarship and funding opportunities to meet membership needs.

Strategic Goals and Activities

Based on the analysis above, it is critical for the CMS DIG to retain and grow its membership. The increase in recent membership is promising.

Given the pressure on those doing critical work in business schools, CMS DIG can foster PhDs and ECRs membership through focused activities for them.

Growing the US base of the CMS DIG is vital given that the AoM is a US organization, however, the DIG will need to do this whilst retaining and nurturing its diverse membership body. Many founding thinkers of CMS in the US are approaching retirement focusing on the growth of CMS is critical. Diversity and inclusion are at the heart of the values of the DIG. There is also a need to pay close attention to the US political environment that may potentially discourage some scholars from pursuing Critical Management Studies as a result of.

Notwithstanding, the CMS DIG will continue to organize regular, smaller events with an emphasis on wider outreach and fostering more strategic links with schools in the US with concentrated CMS activities. Connecting to other DIGs with strong US and CMS values could be key.

CMS has always attended to broader social issues. In view of the macro-environmental dimensions, the DIG will continue to focus on being relevant to the socio-political issues of the time, and creating annual programmes that reflect and integrate these challenges. DIG keynotes and other invited guests will play an important part in being relevant to the world in which we find ourselves.

The CMS Executive will conduct an analysis of the membership regarding dormant participation at annual conference. AoM resources would make a big difference in sustaining the CMS DIG into the future.

In conclusion, the CMS Executive is functioning cohesively and meeting regularly. As a result of the hard work of the CMS Executive, the CMS DIG is performing well given the pressures faced by AoM specifically and universities internationally. Reduced commitment to flying will continue to impact in-person conferences and other modes of engagement and delivery are sought. Innovations and best practices of the DIG include the CMS-in-Touch webinars run through a platform associated with the critical journal *Organization* and creating and retaining scholarships from journals for best paper and best reviewer awards. Being critical and relevant will rely on the energy of the community and volunteers.