

**CMS Division**  
*Newsletter*

FEBRUARY 2022



# Critical Management Studies

A Division of the Academy of Management



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CMS Division Executive Team



# Annual Conference

## Conference Preparations Division Executive

The AOM 2022 will offer a hybrid format based on the ongoing uncertainties and challenges of the pandemic. Here we offer some advice to help you prepare for the conference.

At present, there are three commitments in Seattle:

- Mask wearing and proof of vaccination status required.
- Rooms setup to enhance participant safety and extra time between sessions for deep cleaning.
- Enhanced arrangements around provision of food and drink.

Here is a link to the business and restaurant COVID restrictions in Seattle: [COVID Requirements](#)

If you are travelling from outside the United States, you will want to review the CDC's guidelines for travel: [Travel Restrictions](#)

Below is summary of where various divisional activities will be located.

We are pleased to report on the submissions received:  
**104 Papers**  
**5 Symposium**  
**14 PDWs**

We are also grateful for the **100+ reviewers** that signed up to provide support to our authors and contributors!

Please take our **Inclusion Survey!** We would like to know your opinion on important topics to make your CMS experience a better one! Thank you for your feedback!

[Inclusion Survey Link](#)

Washington State Convention Center	Hyatt Regency Seattle	Sheraton Grand Seattle	The Westin Seattle
OB ( <i>Organizational Behavior</i> )	ENT ( <i>Entrepreneurship</i> )	STR ( <i>Strategic Management</i> )	CMS ( <i>Critical Management Studies</i> )
HCM ( <i>Health Care Management</i> )	SIM ( <i>Social Issues in Management</i> )	GDO ( <i>Gender and Diversity in Organizations</i> )	OSCM ( <i>Operations and Supply Chain Management</i> )
CM ( <i>Conflict Management</i> )	MSR ( <i>Management, Spirituality and Religion</i> )	MC ( <i>Management Consulting</i> )	PNP ( <i>Public and Nonprofit</i> )
RM ( <i>Research Methods</i> )	CTO ( <i>Communication, Digital Technology, and Organization</i> )	ODC ( <i>Organization Development and Change</i> )	MED ( <i>Management Education and Development</i> )
CAR ( <i>Careers</i> )	MH ( <i>Management History</i> )	SAP ( <i>Strategizing Activities and Practices</i> )	INDAM ( <i>Indian Academy of Management</i> )
TLC ( <i>Teaching and Learning Conference</i> )	HR ( <i>Human Resources</i> )	AFAM ( <i>Africa Academy of Management</i> )	OMT ( <i>Organization and Management Theory</i> )
NEU ( <i>Organizational Neuroscience</i> )	ONE ( <i>Organizations and the Natural Environment</i> )	IM ( <i>International Management</i> )	AAM ( <i>Asia Academy of Management</i> )
MOC ( <i>Managerial and Organizational Cognition</i> )		TIM ( <i>Technology and Innovation Management</i> )	IAM ( <i>Iberoamerican Academy of Management</i> )
NDSC ( <i>New Doctoral Student Consortium</i> )			AAT ( <i>All-Academy Theme</i> )



## Scholarships and Waivers Arturo E. Osorio

Over the last two years, the CMS division has been making every possible effort to be inclusive and support Division members facing economic hardships. The Executive Board is fully aware that the ongoing COVID-19 pandemic has further exacerbated the economic disparities in the academic world. As academic institutions worldwide are facing a financial crisis, their budgets to support conference costs, including travel expenses and conference fees, have been substantially reduced or altogether canceled. A direct consequence of this has been the inability for many scholars to attend professional conferences, thus preventing them from participating in academic conversations, developing professional networks, and adding evidence of their research to ongoing conversations.

### **We want to help you**

While we are limited in resources, we will assist where we can. At the CMS Division, we believe economic privilege should not dictate academic progress. Taking advantage of savings accumulated by not holding in-person events last year, we have set a 2022 contingency fund to support attendance at this year's Academy of Management Annual Meeting in Seattle. Our funds will pay for a number of Scholarships for members of the CMS Division. We want to give priority to Ph.D. students and early career scholars, who, in our experience, need the support the most.

### **Scholarship Applications**

The CMS Division will pay directly to the Academy of Management the conference fees of the recipients of our scholarships. The direct payment will help recipients as they will not need to worry about financing the conference fees and chase reimbursements afterward. To qualify for the CMS Division Scholarship, recipients must fulfill these requirements:

- Fill out the official CMS Scholarship form available at: [https://rutgers.ca1.qualtrics.com/jfe/form/SV\\_1WSzft9lgb8ZWHc](https://rutgers.ca1.qualtrics.com/jfe/form/SV_1WSzft9lgb8ZWHc)
- MUST have already paid the annual Academy of Management membership fees for this year.
- MUST be registered as a member of the CMS-Division at the moment of applying for the Scholarship.
- MUST only apply for a Scholarship for yourself.
- MUST attend the conference and participate in at least five (5) sessions.
- MUST be willing to write a short, 250-words essay for the CMS Newsletter about your experience, if requested.
- MUST be in economic distress.

Scholarships are non-transferable. You may only use the Scholarship on the year it was granted. You may not "bank it" for a later year. We will prioritize applicants who plan to actively contribute to the conference (e.g., present a paper, be part of a panel, chair a session). Scholarship requests will be evaluated based on merit and need. The deadline is July 22nd, or until funding last.

### **Waiver Applications**

In addition to our scholarships, we also have a limited number of waivers. The waivers are only for individuals who are not members of the Academy of Management and may participate for a first and (likely) only time in the annual meetings. The waivers are meant for keynote speakers, public figures, or alike. Waivers are evaluated based on the positive impact that the recipient's presence at the conference may have over the CMS Division as a whole. Applications for the waiver may not be made by the recipients themselves. Applications for the waiver may only be made by CMS Division members who are in good standing regarding their annual Academy of Management membership fees. Applicants do not need to participate in the Annual conference, yet it is strongly recommended. If you have any questions, don't hesitate to contact me - see the info below. The deadline is July 22nd, or until funding last.

To request a 2022 AoM Conference waiver for somebody else, applicants must fill out the official CMS waiver form available at: [https://rutgers.ca1.qualtrics.com/jfe/form/SV\\_1WSzft9lgb8ZWHc](https://rutgers.ca1.qualtrics.com/jfe/form/SV_1WSzft9lgb8ZWHc)

### **Do you have any questions?**

If you have any questions regarding the Scholarships or Waivers, email me at [osorio@Business.Rutgers.edu](mailto:osorio@Business.Rutgers.edu) Please allow 2-3 business days to respond. If you do not get a response within 2-3 business days, kindly send a reminder.

### **We are ready for a new tomorrow**

Let's make our 2022 Academy of Management Annual meeting a warm come back for all our members. Let's meet in Seattle and get some coffee or tea.



## 2022 Best Critical Doctoral Dissertation/Thesis Award Ozan Nadir Alakavuklar and Alison Pullen

Will you, or one of your doctoral students, have completed a doctoral dissertation/thesis in the period **1 April 2021 to 31 March 2022**? Does the dissertation/thesis fall within the **scope of CMS Division's** domain statement?

If you have answered **YES** to both of these questions, we want to hear from you.

The Division is inviting submissions for the 2022 Best Critical Doctoral Dissertation/Thesis Award, which is sponsored by the journal *Organization*. Submitters must have completed a critical Ph.D. dissertation/thesis in the period 1 April 2021 to 31 March 2022 and successfully completed the formal examination process required to pass, including a viva voce/defense and revisions, if applicable.

### WHAT IS 'CRITICAL'?

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

Sample topics include, but are not limited to: critical analyses of discourses of management and management development; feminist critiques; critical assessments of emerging alternative forms of organization; critical epistemologies and methodologies; critical perspectives on business strategy; critical perspectives on class, gender, race, and sexuality; critical perspectives on globalization, entrepreneurship, technological innovation, e-working, management consulting practices; critical perspectives on the profit-imperative and the natural environment; critical theories of identity, affectivity, rationality, and subjectivity; critical theories of resistance to managerial authority; critical theories of the nature of managerial authority; critiques of managerialist theories of management and organization; critiques of political economy; postcolonial critiques of organizations and management. For more information about the Division see <http://cms.aom.org>.

### SUBMISSION PROCESS

Submissions must comprise four documents:

- 1) A title page and abstract with complete author identification and contact information.
- 2) An abridged version of the dissertation without author identification, which will be sent to reviewers. This should include the title, abstract, and a summary of each chapter of the dissertation/thesis (max. 30 pages, double-spaced, 12 point font, including any charts, tables and references).
- 3) A one page signed supporting letter from the dissertation chair or lead supervisor to certify the completion date of the dissertation/thesis and recommend its submission for this award.
- 4) Details of everyone involved in the examination process (so that examiners can be excluded from the review process), along with the names and email addresses of four other scholars with expertise in the area of the doctorate, who may be appropriate as reviewers.

Submissions, which should be sent as PDF email attachments to the Division Chair Elects, Alison Pullen ([alison.pullen@mq.edu.au](mailto:alison.pullen@mq.edu.au)) AND Ozan Nadir Alakavuklar ([o.n.alakavuklar@uu.nl](mailto:o.n.alakavuklar@uu.nl)).

**No extensions can be granted. Submissions must be received by 1 April 2022.**

Submitters will be informed of the outcome by 31 May 2022. The award will be presented at the CMS Division 'hybrid' business meeting at the Academy of Management Annual Meeting, 5 - 9 August 2022.

The winner receives a prize sponsored by *Organization* and a two-year subscription to the journal provided by SAGE. Previous winners of the competition are featured [here](#).



## Writing a Good Review Caroline Clarke & Richard Longman

[Link: Watch the Workshop](#)

On Friday 28 January 2022, we brought together over 80 participants for the CMS Division Reviewer Development Workshop. Mindful that we had just sent out over 100 papers for review, we wanted to provide an opportunity for reviewers to come together and think through what makes a 'good' review and, more so, what makes a 'critical' review. We were joined in this session by four colleagues with huge experience of reviewing critical work: Marcos Barros, Alexandra Bristow, Benjamin Gross (who also won the 'Best Developmental Reviewer Award' from the CMS Division in 2021), and Alison Pullen.

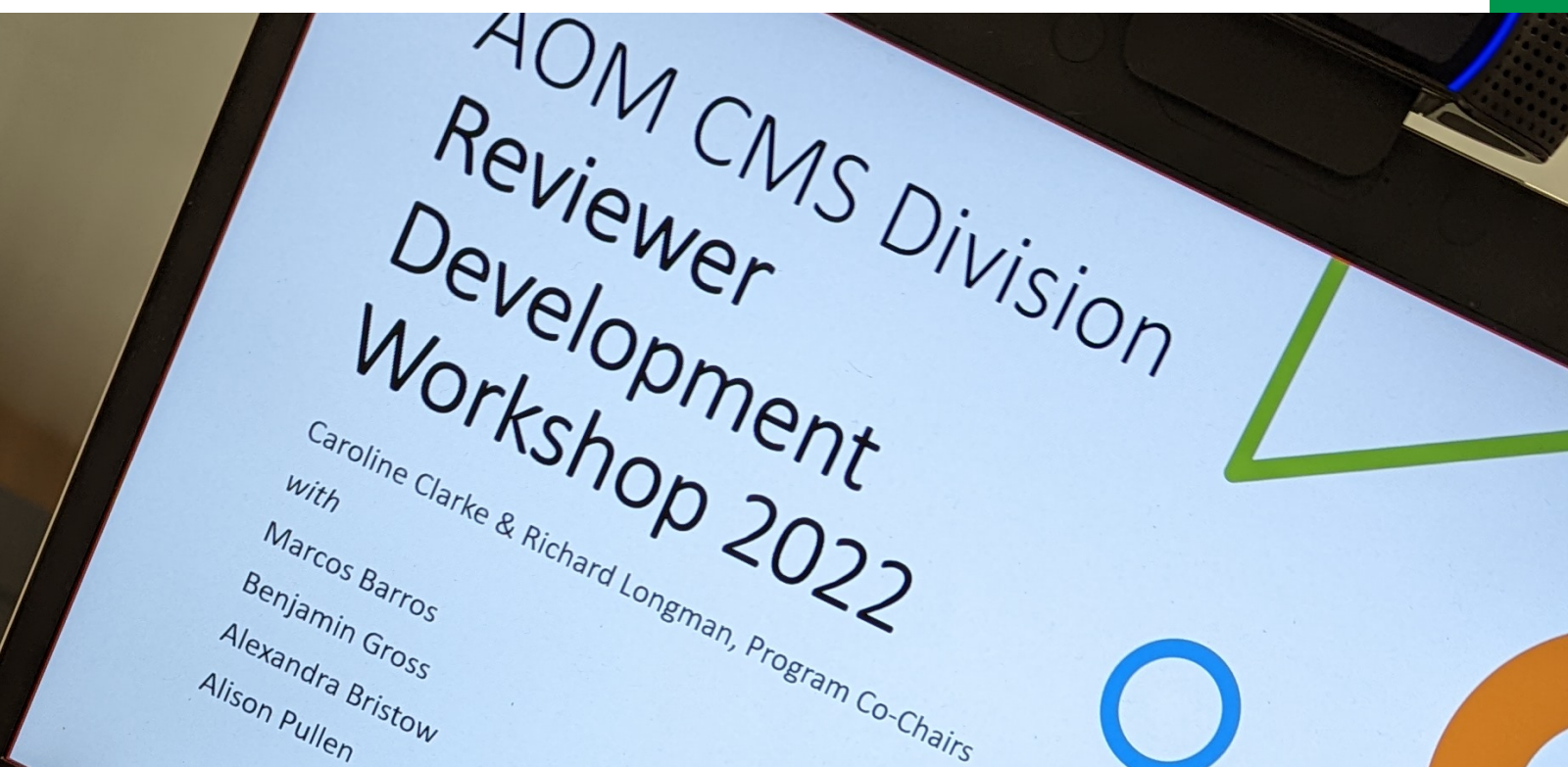
Alex opened the session by reflecting on her positive experiences of receiving reviews. She suggested that 'good reviews offer specific, constructive, and feasible suggestions for further development' and described how she aims to offer critique that is 'empowering, liberating, caring, and helps the authors be themselves'. Alison recognised the damage that can be done by poor reviews and invited us to 'write reviews as if you are having a conversation with a colleague you would like to work with'. Ben described his approach which begins by surfacing his own biases. He suggested we could write better reviews if we considered 'our place, our perspective, and our privilege' - challenging us to think about how these things will impact the reviews we write. Marcos shared how he really welcomes the opportunity to engage with ideas, and often spreads his writing of a review over two sessions on different days. His advice was to begin by questioning 'whether the ideas make sense, and whether the arguments hold water'. As a non-native English speaker, Marcos advised reviewers 'not to copy-edit papers' and to 'be aware of the diversity of the authors'.

Summarising some of the emerging lessons for reviewing critical work, we found some common areas of agreement.

- Acknowledge the tension between openness and boundary-making: curate the unorthodox, rather than gatekeep the conventional.
- Aim for collaborative and dialogic reviewing: open windows, rather than close doors.
- Recognise reviewing as reflexive practice: minimise power relations, reflect on prejudices and privileges, and care for yourself.
- Approach reviewing as transformative practice: change the culture, one review at a time.

We made time for participants to ask questions, share experiences, and connect with each other. This was precious time shared by busy people. In taking time to think deeply about how we write reviews, and to share our best practices, we hope we might better perform this important review work in ways which are underpinned by kindness, respect, empathy, inclusivity, and transparency. Feedback suggests that this should become an annual event. We also intend a further session to develop our thinking about how we write reviews of critical work beyond the scope of the Annual Meeting and take these discussions forward with journal editors. If you are interested in joining those discussions, watch this space!

(We do not claim the ideas contained in this short review as our own - we are grateful to the generosity and imagination of our colleagues whose combined wisdoms we have attempted to capture.)





### Research Collaborations Paulina Segarra, Arturo E. Osorio, Marco Distinto, Vijayta Doshi and Martyna Śliwa

#### **(Collectively) Publish or (Individually) Perish: A collective action strategy to develop your research community**

Personal academic excellence is measured through evidence of strong research portfolios – e.g., webinars, conference presentations, research notes, peer-review papers. Yet, developing and maintaining a research portfolio can be challenging if we have to do it without help. As the idea of "excellence" permeates modern universities, this leads researchers to try to find ways in which their work can be considered "excellent" (Butler & Spoelstra, 2012). Academic communities can help explore research interests and "achieve" excellence through *support networks* of like-minded individuals. Yet, the question remains, if support networks can help to reach academic excellence, how do we "enter" one that is best aligned with our own path?

#### **The journey**

Often, the way to enter a research support network that best fits our own path is to develop one by ourselves. This is especially true if our interest involves embarking on a novel research idea or we seek to enter an area where research has been long established, and extant research groups have their own rhythm of work and/or are already set in their research views.

Through this reflection, we use an ethnographic approach to document and explore our journey and ongoing experiences, building on what has been, so far, an interesting and fruitful collaboration. We choose an ethnographic approach as it may help us to understand ourselves better" and subsequently share our paths with more clarity (Hammersley, 2018: 2).

In early 2021, Arturo, Martyna, and Paulina received a note from Marco and Vijayta. Marco and Vijayta had developed a proposal for a CMS *InTouch* webinar on immigration, and following the advice of Alexandra Bristow, CMS *InTouch* Co-Editor-in-Chief, had reached out looking for collaborators. Arturo, Martyna, and Paulina accepted the invitation to discuss the project. We did not know each other well, yet, we were all open to possibilities. After a candid conversation on Zoom, we collectively decided to do the webinar. More conversations took place to help refine our ideas. Through these Zoom encounters, we learned more about each other, our working styles, and our career needs. It is important to highlight that organizing the conversations was not easy. We live in four different countries, spread across three continents, and in different time zones. We are at different career stages and subject to different performance metrics of excellence as we work for different institutions. Not to mention personal wellbeing needs.

Our first project, "*The Business of Migration*," came to fruition on March 23, 2021. The project was an exploration of the migration research topic and our capabilities as a team. After the webinar, we discussed our presentation and the feedback it received. During this conversation, we decided to develop a collective research agenda on immigration. Leveraging our Webinar experience, including the feedback from attendees and organizers, and our understanding of our emerging collective, we initiated our second project. Said project was a conference sub-theme entitled: "*The Business of Migration: Bodies Across Borders*" for the 12th International Conference in Critical Management Studies. As the title suggests, this was a more complex project. This experience became challenging as we did not get as many submissions as expected, regardless of our efforts. Furthermore, the pandemic, work demands, and time zones differences made it difficult for presenters and conveners to participate in the full conference. From these challenges and a sense that our shared research interest is worth developing into a broader research agenda but may require a different medium, new growth and learning propelled us into a third project.

Our third project is a forthcoming special issue on the *Journal of Business Ethics* (see the call in this newsletter). The title of this call, "*The Business of (Im)migration[1]: Bodies Across Borders*" reflects our research journey to this point. The project leverages our more mature understanding of our collective and our ongoing conversations with academics of more seniority. Connected to this special issue, there is a fourth project; a Professional Development Workshop (PDW) proposal at the Academy of Management 2022. This PDW seeks to connect people who attended the original *InTouch* webinar or saw it on YouTube (<https://youtu.be/z2qqGcLyUEQ>), participated in the online conference in March, or are simply interested in the topic of (im)migration. We want them all to join the network and take advantage of our special issue to develop – and possibly, publish – their work on (im)migration. The special issue and the PDW are not the end of our journey. They are just one more step on our learning trajectory to support and collaborate with each other, build upon each other's ideas, participate in an intellectually exciting and personally satisfying project, and build a community of researchers with similar interests.

Continue to next page...





## Calls for Submissions Division Executive

We are pleased to provide this list of special issue calls and calls for submissions. Feel free to get in touch with us in to share your calls in a future newsletter or via our twitter account.

### **BUSINESS AND SOCIETY**

Cross-Sector Partnerships and Socio-Ecological Systems Change: Navigating Tensions between Resilience and Transformation.

*Editors Domenico Dentoni, Amelia Clarke, Helen Etchanchu, Ralph Hamann, Martina Linnenluecke and Frank de Bakker*

#### **Business and Society**

### **EQUALITY, DIVERSITY AND INCLUSION**

Chasing Truth and (Re)Conciliation: Navigating Contexts, Tensions, Limits and Possibilities.

*Editors Rick Colbourne and Ana Maria Peredo*

#### **EDI**

### **MANAGEMENT LEARNING**

One hundred years of Paulo Freire: Rethinking critical pedagogy, management learning and education.

*Editors Amon Barros, Alexandra Bristow, Alessia Contu, Ajnesh Prasad and Sergio Wanderley*

#### **Management Learning**

### **ORGANIZATION**

Anti-Blackness in Management and Organization Studies: Challenging Racial Capitalism in Knowledge Production and Organizational Practices.

*Editors Chahrazad Abdallah, Sadhvi Dar, Joshua Kalemba, Courtney McCluney and Ali Mir*

#### **Organization**

### **JOURNAL OF BUSINESS ETHICS**

The Business of (Im)migration: Bodies Across Borders.

*Editors Marco Distinto, Vijayta Doshi, Arturo E. Osorio, Paulina Segarra, Martyna Sliwa*

#### **Business Ethics**

### **ELGAR ENCYCLOPEDIA OF GENDER AND MANAGEMENT**

*Editors Jean Helms Mills, Albert J. Mills, Kristin S. Williams and Regine Bendl*

#### **Elgar Encyclopedia**



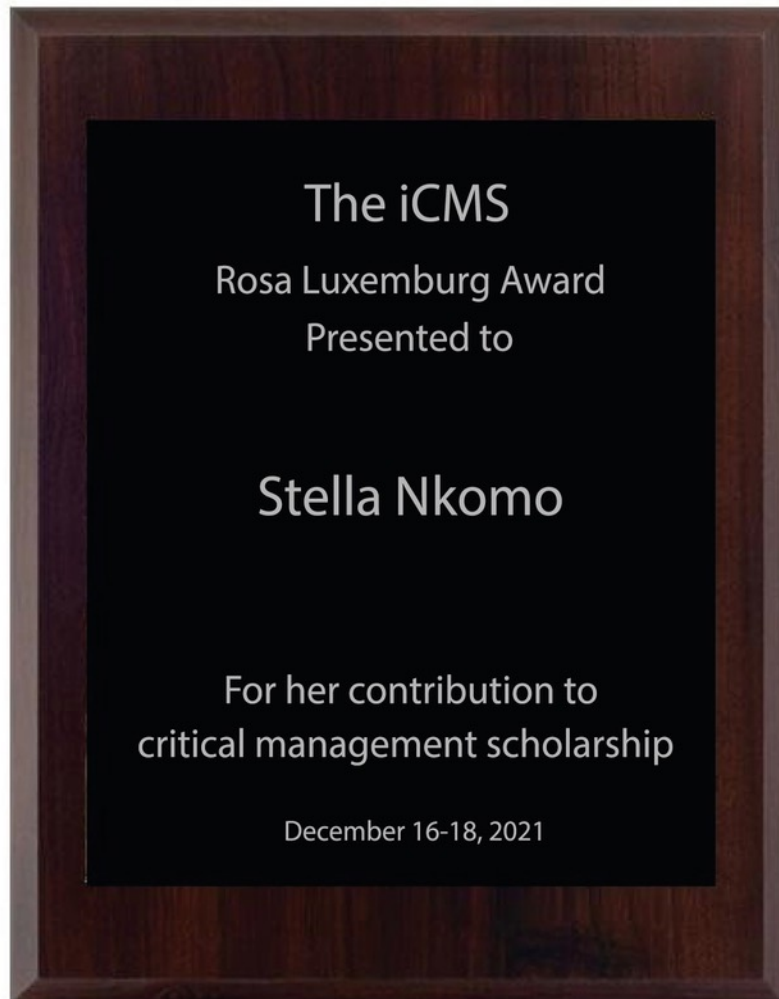
@cms\_aom

## Celebrating CMS Division Members



### Congratulations Professor Stella Nkomo

The CMS Division would like to extend our warmest congratulations to Professor Stella Nkomo who was recently recognized for her distinguished contributions to critical management scholarship by ICMS (International Critical Management Studies).





## PhD Student Profile Ellen Shaffner

I'm grateful for the opportunity to share something with you about my research. One of my passions is teaching, so I thought I'd focus on that topic for this feature.

Over the past few decades, many members of the CMS community have produced thoughtful pieces on the role of CMS in education (see for example: Grey, 2004; Willmott, 1997). Bringing critical management education (CME) into our classrooms is a priority for many of us, but many of us also face constraints on how we do this. As an early-career scholar who, until recently, worked primarily on part-time teaching contracts in a very mainstream business school, I had limited ability to inform or impact curriculum discussions. I was a PhD student, expected to teach objectives in line with other instructors, end of. As a part-timer, I had little power to resist, lest I lose my contracts. So, what could I do? How could I bring something that challenged the mainstream, status quo into the classroom?

My answer isn't revolutionary, but I began looking at my course materials. In particular, I focused on teaching cases. Were a variety of perspectives and identities represented? (Spoiler alert: no!) A colleague and I embarked on a study together and looked at 48 best-selling cases from a large Canadian case publisher (Deal & Shaffner, 2017). Although studies in other contexts (Symons & Ibarra, 2014) had found shockingly homogenous results, we thought that perhaps Canada would be better. Unfortunately, our cases were overwhelmingly lacking diversity of any kind. Out of the 48 cases we read, only six cases had female protagonists. 21 cases made zero mention of women at all. In the remaining 21, women were mentioned sparingly, sometimes with only a pronoun. There was no discussion of race; the assumption of whiteness was deeply embedded. Despite expecting a gender imbalance, we were shocked by how significant the lack of diversity was overall. There simply wasn't any. My colleague and I later wrote a conference paper advocating for intersectional thinking in case teaching and writing (Shaffner & Deal, 2020). We suggested that one way to have a positive impact could be to integrate the six core ideas of intersectional thinking into the classroom when using mainstream teaching cases. These core ideas, floated by Collins & Bilge (2016) are inequality, relationality, power [relations], social context, complexity and social justice. We suggest that even if we have little control over the case materials we use, we can bring some or all of those six core ideas to teaching and debriefing the case.



*Ellen Shaffner is currently an Assistant Professor in the Department of Communication Studies at Mount Saint Vincent University, in Halifax, Nova Scotia. She is a PhD candidate in management at Saint Mary's University and she expects to defend her PhD thesis on intersectionality and history in Spring, 2022. She can be contacted at [ellen.shaffner@msvu.ca](mailto:ellen.shaffner@msvu.ca).*

You may think, isn't this kind of obvious by now? We know diversity and representation matters. Well, if you are like me and have found yourself at times unable to fully exercise your academic freedom, being choosy about the materials you use may be one way to can sneak some CME into your classroom. Considering the six core ideas of intersectional thinking may also be a way to encourage discussion of difference and diversity. I think that we sometimes think that if we can't change everything, there is no point in changing anything. But going back to the basics, double-checking your teaching materials, ensuring they reflect other genders, races, backgrounds and points of view - or at the very least, highlighting when they don't - is perhaps one small way we can do *something*. After all, "the classroom remains the most radical space of possibility in the academy" (hooks, 1994, p. 12).

## Update to the Bylaws Fernanda Sauerbronn & Amon Barros

It is time to update our Bylaws. There is a need to accommodate our members' needs and current visions on criticality.

We would like to call your attention to some minor edits in the division governance rules to adequately accommodate and recognize the vital work of Division At-Large Representatives. For several years, the Division operated with three elected at-large. The growing demands and new initiatives made the EC invite other colleagues to develop volunteer work.

The current division governance rules (<https://cms.aom.org/about-us/new-item2>) and our proposition keep most of the rules unchanged and redefine only the At-Large positions to:

- Five At-Large Representatives:
- Membership and outreach
- Ethics & Inclusion
- Communications on Social Media and Connect@Aom
- Communications Newsletter and Website
- Early Careers and Ph.D. initiatives

The proposed changes must be voted by the AOM CMS members and requires approval by a two-thirds plurality of the ballots returned, observing the minimum of ten percent (10%) of the voting members of the Division.

We are looking forward to your participation on the next ballot!  
Let's properly recognize the work of our colleagues!

### BYLAWS

### CRITICAL MANAGEMENT STUDIES

### DIVISION BY-LAWS

### ARTICLE I. NAME AND OBJECTIVES

The name of this organization is the Critical Management Studies Division of the Academy of Management, abbreviated as CMS. CMS serves as a forum within the Academy for the expression of views critical of established management practices and the established social order. Our premise is that structural features of contemporary society, such as the profit imperative, patriarchy, racial inequality, and ecological irresponsibility often turn organizations into instruments of domination and exploitation. Driven by a shared desire to change this situation, we aim in our research, teaching, and practice to develop critical interpretations of management and society and to generate radical alternatives. Our critique seeks to connect the practical shortcomings in management and individual managers to the demands of a socially divisive and ecologically destructive system within which managers work....





## CMS Division Executive

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**Division Chairs:** Fernanda Sauerbronn and Amon Barros

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**Division Chairs Elect:** Alison Pullen and Ozan Alakavuklar

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**Main Program Chairs:** Caroline Clarke and Richard Longman

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**PDW Program Chairs:** Alexandra Bristow and Ghazal Zulfiqar

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**Past Chairs:** Patrizia Zanoni and Marcos Barros

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**Division Treasurer:** Arturo E. Osorio

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**Rep-At-Large Social Media:** Liela Jamjoom

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**Rep-At-Large Newsletter:** Kristin S. Williams

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**Rep-At-Large Membership:** Elina Riivari

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**Rep-At-Large Ethics and Inclusion:** Paulina Segarra



# Critical Management Studies

A Division of the Academy of Management



## Creating A Better World Together

82nd Annual Meeting of the Academy of Management  
5-9 August 2022 | Seattle, Washington, USA | A Hybrid Experience

### Scholarly Program Co-Chairs:

Caroline Clarke  
Richard Longman

### PDW Program Co-Chairs:

Alexandra Bristow  
Ghazal Zulfiqar