

# CMS Division *Newsletter*

JUNE 2021



**Critical Management  
Studies Division**  
Academy of Management

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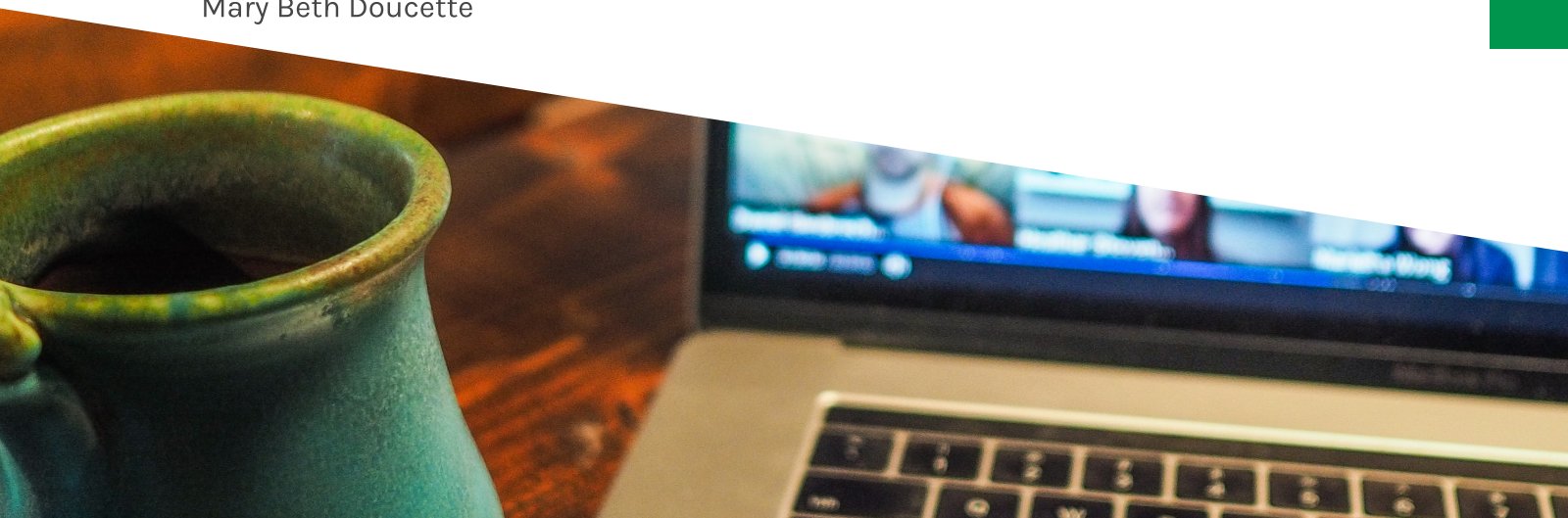
Editorial: Solidarity Statement  
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## **Editorial**

Editorial: Solidarity Statement  
CMS Division Executive

## **Meet the Team**

Members of the CMS Division Executive



## Feature 1



### 2021 Keynote Speaker Martyna Śliwa

We are thrilled to welcome Professor Martyna Śliwa as our keynote speaker for the 2021 CMS AoM conference. Martyna Śliwa is a Professor of Management and Organisation Studies at Essex Business School, University of Essex, UK. She is a co-convenor of the Critical Management Studies track at the British Academy of Management (BAM) conference and serves as Vice-Chair of BAM for Equality, Diversity and Inclusivity. Professor Śliwa is committed to promoting equality, diversity and inclusion in universities and, in particular, business schools.

We are sure that her trajectory and ideas will inspire and invite the community to think about commonalities. In addition, we are glad to have professor Śliwa since she has long been an active member of the CMS community, doing critical editorial work. For many years, she used to be a member of the editorial collective of Ephemera and she is currently Co-Editor-in-Chief of Management Learning, an outlet that holds a special place in helping to organize the discussions in the community.

Professor Śliwa is part of a powerful group of women who have put into practice and institutionalized critical academic core values in multiple spaces. In this sense, through drawing attention to her work, we also recognize the often invisible contributions of many women in keeping CMS alive, not only as a division but as a community and a group of values. The CMS community is fortunate to have people like professor Śliwa. Through her brilliancy, institution-building and everyday actions, her contributions have meaning and influence that stretch far beyond their representation at the AoM.



University of Essex

In her research, professor Śliwa is particularly interested in the multifaceted forms, intersections and implications of organizational diversity in the context of internationalization and globalization. Her research has drawn from history, linguistics, literary theory, philosophy, sociology and translation studies. In recent years, the research projects she has been involved in have addressed the following areas: (1) languages, multilinguality and translation in organizations; (2) organizational diversity and inclusion, with a focus on gender and linguistic inclusion; (3) global professional mobility and careers; (4) critical management education; (5) ethics, politics and aesthetics of leadership.

Her keynote will be chaired by Professor Ajnesh Prasad, from the CMS executive.

Fernanda and Amon  
Division Chairs Elect



*Martyna Śliwa is a Professor of Management and Organisation Studies and a member of the Management and Marketing Subject Group at Essex Business School. She can be reached at [martyna.sliwa@essex.ac.uk](mailto:martyna.sliwa@essex.ac.uk)*

## Feature 2



## Welcome from the Scholarly Program Co-chairs

### REFLECTION

As we write this report (in mid-May), we are at home in Australia and the Netherlands, working across time zones. In between us, Palestinians continue to be slaughtered, and Colombians are rising up against continued violence. Covid-19 continues to devastate India, Brazil and Turkey, among others, due to mismanagement of their governments. Closer to us, critical thinking is being attacked in France and the UK. Critical Management Studies is being threatened, and many of our jobs are at risk of redundancy. This week our friends and colleagues at Leicester University have been sacked for doing critical research, and Alison and her colleagues at Macquarie Business School are required to apply for their jobs after several rounds of voluntary redundancy.

Covid-19 has presented universities with an opportunity to restructure their portfolios, and continued casualization, marketization and top-down research and teaching metrics persist. Existing inequalities between us are being exacerbated. In some parts of the world, what is happening to Leicester and Macquarie universities seems incomprehensible. When universities are forced to manage like corporations, it is inevitable that academic freedom will be at risk. No matter how many times these criticisms are spoken out against, again and again, we must remember that the university should be defended as a 'critical institution' that not only produces knowledge but also challenges power relations and transforms the world in multiple ways. The lack of critical thinking in our universities could be exactly the reason for such short-term thinking. Can we imagine what business schools that focus on skills-based training will produce? A commitment to interdisciplinarity and critical thinking is vital for the future of management - and its managers. A capacity to think critically would prevent 'school boy' errors in the management of change.

### THIS YEAR'S PROGRAM

When we started our 5-year journey through the CMS executive, we had no idea that we would be online PDW and Program Chairs. Despite this, our community continues to present their work at AoM's CMS division, and our membership continue to demonstrate the importance of this division in the largest conference in business and management.

Below are some highlights from our submission activities:

### Highlights

This year our submissions were:

- 54 scholarly papers
- 8 Dark Side Cases
- 8 Symposia

Thanks to the generosity of time and scholarship the reviewers offered, we accepted:

- 36 scholarly papers
- 5 Dark Side Case finalists
- 7 symposia (4 symposia led by CMS)

We are indebted to those 146 reviewers who signed up and the 120 who were assigned submissions. Your efforts ensure that the peer review system continues and submitters have feedback to develop their papers. This has been important to early career colleagues, especially those who move from their doctoral studies into their first academic positions.

Continue to next page...



## 2. Continued...



### Welcome from Scholarly Program Co-chairs

This year we introduced two more plenaries organized by the CMS Executive to focus on pressing issues of our division. In addition to the keynote address by Martyna Sliwa (University of Essex, UK), we draw your attention to the plenary on **'Racialized Subjects in Management and Organization Studies: Past, Present and Futures'** with the panel of Stella Nkomo (University of Pretoria, South Africa), Penelope Muzanenhamo (University College Dublin, Ireland) and Victor Ray (University of Iowa, USA). Our final plenary will be **'CMS in Critical Times'** that invites brief interventions from Ajnesh Prasad (Royal Roads University, Canada), Alison Pullen (Macquarie University, Australia) and Patrizia Zanoni (Hasselt University, Belgium) before a conversation with the CMS community about current big challenges such as racism, restructuring of the universities, and the impact of the pandemic.

Our scholarly program has exciting presentations about the notion of 'difference', critical management education, decolonization, resistance, identity work, sustainability, future of work, neoliberalism, governance and conflict - all reflecting the ethos and diversity of critical management and organization studies with a focus on critique, transformation and alternative perspectives concerning the theme of this year. As usual, we have a session in which the Dark Side Case finalists will showcase their work, followed by the award ceremony.

This year our showcase symposium **'Diversity in and Beyond Capitalism: Exploring Alternative Economic Practice for Social Justice'** sheds light on the relationship between alternative organizations and diversity practices, and invites CMS scholars to imagine more just forms of difference beyond the notion of 'the firm'. This year, the CMS social will also take place immediately after the keynote to create an opportunity for the CMS DIG members to meet each other through a virtual format, yet with an informal setting.

CMS at AoM continues to be a vibrant forum to meet, and we look forward to meeting in the flesh as soon as we can.

To those of you continuing to fight against Covid-19 and violence, stay safe. To those fighting against injustice, including in the university and our academic schools, we stand in solidarity with you.

Ozan and Alison  
2021 Scholarly Program Chairs



## Feature 3



### Previewing the CMS Division PDW Program

As PDW Co-Chairs, we are delighted to draw your attention to a series of PDWs at the Annual Meeting. In addition to time dedicated to supporting and developing PhD Students and Early Career Scholars, the CMS Division is sponsoring four PDW sessions. These sessions pick up on important streams of work around degrowth, activism, self-care, and autoethnographic writing. We are grateful for such imaginative submissions.

For those starting their engagement with the CMS Division, the **Doctoral Student and Early Career Scholar Consortium** is all about fostering critical scholars and scholarship. Led by Stephen Cummings and Ajnesh Prasad, and supported by other members of the CMS Division Executive, this PDW provides an opportunity to build connections and explore a range of topics and issues with experienced scholars. If you are considering attending the Annual Meeting for the first time, do get in touch with us so we can welcome you!

In **Decision-making for a Degrowth World** (11127), André Reichel (ISM International School of Management) convenes a well-established group of academics thinking about degrowth and organizations. The purpose of this PDW is to explore how new forms of organising may unfold at the micro/meso scale, and how these interrelate to the macroeconomic scale of decision-making and design. For more information, visit: <https://degrowthaom.wordpress.com/>.

Assembling a number of eminent scholars interested in developing a form of activist CMS scholarship performed through multiple formats and engagements, Ozan Alakavuklar (Utrecht University) and Patrizia Zanoni (Hasselt University & Utrecht University) invite you to **Activism, Activist Methodologies and Social Change** (14366). Join this PDW to be part of the development of critical and practical activism and to build on conversations around 'critical praxis' and the 'activist turn' in the CMS community.

In thinking about who cares for us, Sarah Robinson (University of Glasgow) and her colleagues create space for **Building Community around Self-care** (15603). Presented as act of activism and solidarity, and engaging with restorative space narratives, participants in this PDW are encouraged to share their own stories of restoration and consider how our wellbeing might be better supported in our institutions. CMS members will be painfully aware of how much this space is needed today.

In collaboration with others, Sara Persson (Södertörn University) embraces the notion of **'Just About Managing'** to stimulate **Collaborative Explorations of Our Times through Autoethnographic Writing** (14749). In this PDW, personal stories will provide a grounding for identifying commonalities and raising political questions for further theorizing. To participate in this PDW, please send an autobiographical reflection, fictional imagination or poem (max. 500 words) to [sara.persson@sh.se](mailto:sara.persson@sh.se) and [Marjana.Johansson@glasgow.ac.uk](mailto:Marjana.Johansson@glasgow.ac.uk) and [kristin.williams@uef.fi](mailto:kristin.williams@uef.fi) on or before 15 June 2021.

We are also pleased to co-sponsor PDWs being put forward by other Divisions, to expand the opportunity for the voices of critical scholars to engage with debates across the Academy. Please explore the full program and we alert you to the following opportunities: **#ShareTheMic** (10277) (for antiracist research and practice); **Intersectionality, Antiracist Research & Practice** (10302); **Feminist Dialogues and Management Education** (10606); **Decolonizing Meanings of Nature** (10526) (which considers Indigenous perspectives on the Anthropocene and Gaia); **Contesting Social Responsibilities** (10463); **CSR meets BHR** (10920); and **Publishing Multimodal Research** (11314).

Richard and Caroline  
2021 PDW Program Chairs



## Feature 4



### 2021 Best Critical Doctoral Thesis/Dissertation Award

Since 2005, each year, our Division offers an award for the most outstanding dissertation expressing critical approaches to established management ideologies and practices, forms of domination and exploitation, the taken-for-granted social or economic orders surrounding organization and business.

This award aims to strengthen our community by recognizing recently concluded Ph.D. studies in pursuing and developing criticality. It also recognizes the beginning of early career scholars entering the field.

Submitters must have completed a critical Ph.D. dissertation/thesis between 1 April 2020 and 31 March 2021 (with formal examination process required to pass, including a viva voce/defense and revisions, if applicable).

Several of our current members were recognized for the past years, and are listed on our website. Our last awardee during AoM 2020 was Karel Musílek (graduating from Durham University, UK) with the dissertation "Making Life Work: Work and Life in Coliving."

To the 2021 call, we received 15 dissertations from candidates that graduated from Saint Mary's University (CA), Södertörn University (SE), Stockholm Business School (SE), Radboud University (NL), Maastricht University (NL), The University of Leicester (UK), The Open University (UK), Durham University (UK), University of Nottingham (UK).

The results will be communicated to candidates 30 days before the conference (29th July to 4th Aug) and they will be featured in the next CMS Newsletter. We thank all of the candidates for their submissions, and we are grateful for the work of more than 20 reviewers. We also thank the journal *Organization* for sponsoring the award with a certificate and a prize of \$150 in SAGE books.

Fernanda and Amon  
Division Chairs Elect



Our 2020 award recipient was Karel Musílek (Durham University, UK) with the dissertation "Making Life Work: Work and Life in Coliving." A short presentation is available to watch by clicking this [link](#).

*Karel Musílek is a lecturer in Sociology of Work in Economic Life at Cardiff Business School, UK. He can be reached at [musilekk@cardiff.ac.uk](mailto:musilekk@cardiff.ac.uk)*

To see previous award winners, please click this [link](#)

PHD



### CMS InTouch: First Anniversary

**CMS InTouch** is a digital platform that integrates multimedia, web-conferencing technology, social media outreach, and video archival (through our YouTube Channel) to help connect and nurture CMS communities across the world. The goal is to provide an inclusive global infrastructure for critical scholars to share their ideas in real-time without the physical, financial, political, work, and personal constraints of traveling including its environmental impact (CO2 emissions). This format also speeds up conversations as there is no need for waiting for the next upcoming conference. The **InTouch** platform allows for discussion boards to be initiated during the presentations and continue afterward to further refine and explore ideas. The multimedia nature allows for integrating non-traditional elements and forms of expression (e.g., virtual visits to spaces, video recordings, music, dance, art). The video archival service brings accessibility as the conversations are made available at anytime anywhere. Further, the archival process allows for citing and referencing the webinars as part of larger projects and/or other publications. The automatic indexing services combined with social media efforts increase the visibility of the conversations and help to maintain the dialogues across time and space. **InTouch** leverages digital integration in our daily lives to allow for webinars to be portable in time and space as they can be accessed as they happen or afterward on our phones and computers. The flexibility of the format and novelty of ideas also allows for the webinars to be used as class material.

The digital platform was initially launched on the 1st of May 2020, in the midst of the COVID-19 pandemic. As conferences were postponed and canceled, travel was restricted, and budgets were cut, a group of Critical Management Studies scholars came together with support from the Academy of Management CMS Division and the journal *Organization* to create a flexible and dynamic solution that could transcend the crisis by allowing CMS scholars to be **InTouch** with each other. **InTouch** became an alternative to help CMS scholars transcend and transgress geographical, political and economic boundaries through free and open webinars and online workshops. We aim to help grow a more inclusive and supportive CMS community, in crisis and beyond.

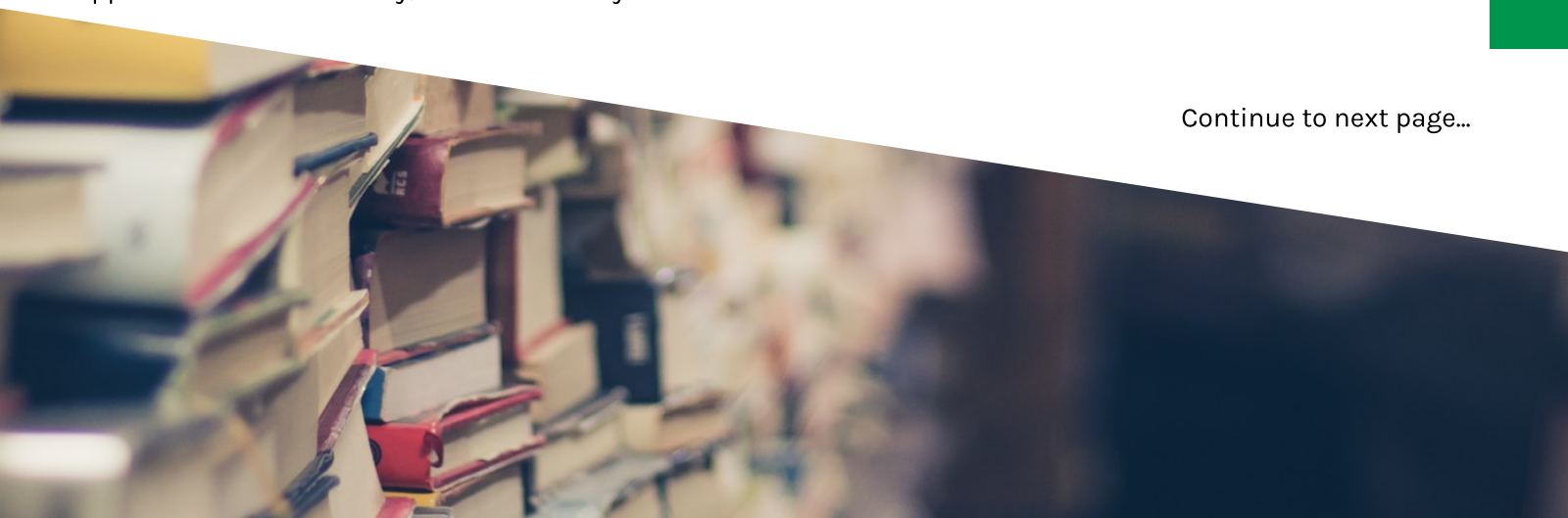
Over the last 12 months, **CMS InTouch** has brought you 17 events in two formats. In terms of the first format, we have hosted webinars on the topics of violence, post-pandemic societies and education, careers, governance, antiracism, democracy, patriarchy, communication, embodying methods, and (im)migration. In terms of the second format, **CMS InTouch** has connected publishing outlets with the CMS community by creating the *Publishing Critical Work* PDW series. The series, which so far has included five PDWs and is still ongoing, brings editors of journals actively supportive of critical work into conversation with CMS scholars. These conversations are open channels for CMS scholars to find welcoming outlets for their critical work, and for editors to reach out and explain how to integrate CMS work into their journals, answer questions from the CMS community, and inspire CMS scholars to get involved with their journals.

As of mid-May we had **2,799 registrations from over 20 countries** in all inhabited continents for our live events and **2,516 post-event views on YouTube**. In total, we average 443 engagements a month, not including social media impressions.

We would like to thank the CMS community, the AOM CMS Division and the journal *Organization* for their ongoing support. In return, we are here for you. We welcome and encourage community engagement with **CMS InTouch**, whether it be as event organisers, panelists, participants, or **CMS InTouch** team members. We welcome proposals and ideas for events in our two existing formats: webinars (panel symposium-style) and PDWs (interactive events aimed at participants' professional development), as well as in new formats (we will work with you to explore your creative ideas). This year, we are hoping to introduce two more formats: book conversations (fireside-style discussions of new interesting books) and special issues forums (discussions of open special issue calls of interest to the CMS community).

If you want to learn more about what we do and are interested in organising your own event with us, please get **InTouch!**

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## 5. Continued...

### CMS InTouch: At a Glance

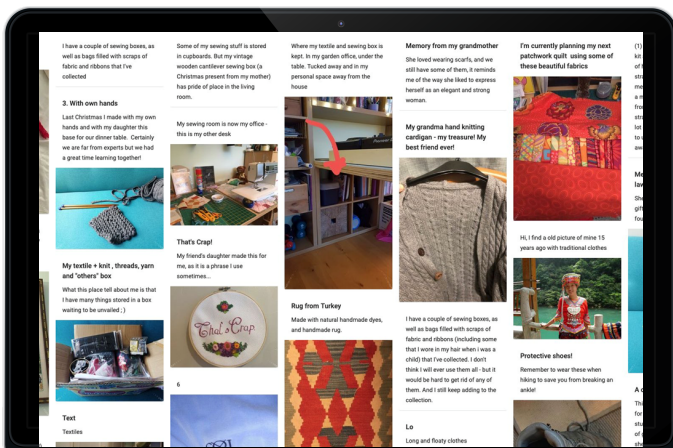
We welcome ideas and proposals from CMS scholars from every location, in all stages of academic careers, and with all types of institutional affiliations (or lack thereof). If you have a great idea for an *InTouch* event but are struggling to find fellow panelists, please let us know and we will do our best to put you in touch with other interested CMS-ers.

We are also growing rapidly and would welcome expressions of interest from CMS scholars interested in joining our team as **CMS InTouch** editors. Please contact us via the email for further information at [cmswebinars@gmail.com](mailto:cmswebinars@gmail.com). We will be *InTouch!*

Ozan, Alexandra, Vijayta, Arturo and Kathleen  
CMS *InTouch* Team



Julia Smith at Prince George's Public School System demonstrating the secret language of dance during the CMS InTouch *Speaking a Secret Language: Challenging Patriarchy through Forms of Communication* webinar organised by Jamie Callahan and Carole Elliott



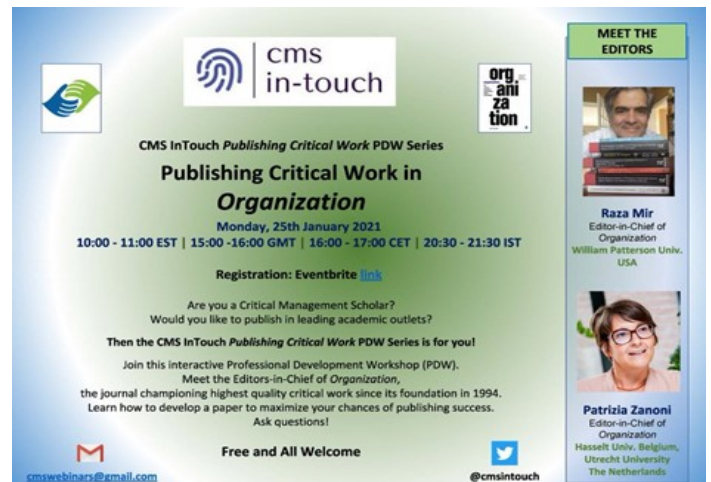
Fragment of the Padlet used during the CMS InTouch *Speaking a Secret Language: Challenging Patriarchy through Forms of Communication* webinar organised by Jamie Callahan and Carole Elliott

Watch past webinars in our  
YouTube Channel at:  
[CMS\\_inTouch](https://www.youtube.com/channel/UC...)

Check out our forthcoming  
events on [Eventbrite](https://www.eventbrite.com)

Follow us on Twitter at:  
<https://twitter.com/cmsintouch>

Email us at:  
[cmswebinars@gmail.com](mailto:cmswebinars@gmail.com)



**cms in-touch**  
organi-za-tion

**CMS InTouch Publishing Critical Work PDW Series**  
**Publishing Critical Work in Organization**  
Monday, 25th January 2021  
10:00 - 11:00 EST | 15:00 - 16:00 GMT | 16:00 - 17:00 CET | 20:30 - 21:30 IST  
Registration: [Eventbrite link](#)

Are you a Critical Management Scholar?  
Would you like to publish in leading academic outlets?  
Then the CMS InTouch Publishing Critical Work PDW Series is for you!  
Join this interactive Professional Development Workshop (PDW).  
Meet the Editors-in-Chief of *Organization*,  
the journal championing highest quality critical work since its foundation in 1994.  
Learn how to develop a paper to maximize your chances of publishing success.  
Ask questions!

Free and All Welcome

[cmswebinars@gmail.com](mailto:cmswebinars@gmail.com) @cmsintouch

**MEET THE EDITORS**  
Raza Mir  
Editor-in-Chief of *Organization*  
William Patterson Univ. USA  
Patrizia Zanon  
Editor-in-Chief of *Organization*  
Hasselt Univ., Belgium, Utrecht University The Netherlands

The Publishing Critical Work series kicked off in January 2021 with the *Publishing Critical Work in Organization* PDW.



**CMS IN-TOUCH WEBINAR SERIES**  
organi-za-tion

**Grabbing the opportunity with both hands:  
Calling universities to action against racism**  
9<sup>th</sup> September 2020  
14:00 pm - 15:00pm BST; 15:00 - 16:00 SAST;  
09:00 - 10:00 EST; 23:00-00:00 AEST  
Registration: [Here](#)

This webinar invites the CMS and the management and organisation studies communities to reflect on our own practices within institutions that are heavily white. Within a context of institutionalised racism and machismo, the webinar will explore the role of (a) universities as organisations placed at the centre of educational and social practice and (b) academics as educators and researchers influencing the next generation of citizens, organisations (including our universities) and policy making. Ultimately, we hope to provide some suggestions of how we can upset the current academic paradigm based on systemic race (and gender) inequalities.

**PANELLISTS**  
Alessia Contu  
University of Massachusetts  
Vanessa Iwowo  
University of London  
Stella Nkomo  
University of Pretoria  
Jenny Rodriguez  
Manchester University  
Sharon Stroye  
Rutgers Newark University  
**ORGANIZER**  
Cinzia Priola  
The Open University

The *Calling Universities to Action Against Racism* webinar organised by Cinzia Priola and featuring Alessia Contu, Vanessa Iwowo, Stella Nkomo, Jenny Rodriguez and Sharon Stroye was powerful and impactful.

## 5. Continued...

Link to Playlist



2,799 Live Registrations  
2,516 YouTube Views

### CMS InTouch: Summary of Webinars

	<b>Webinar's title</b>	<b>Date</b>	<b>Impact</b>
1	Violence & organisation (Hosted by Monash Univ.)	25-Jun-2020	101 -Live Registrations 179 -YouTube views
2	The pandemic and governance structures: National and state responses	29-Jun-2020	78 -Live Registrations 64 -YouTube views
3	Global management education in Post Covid-19 era	6-Jul-2020	321 -Live Registrations N/A -YouTube views
4	Critically envisioning the business, economy, & society in post-pandemic times	17-Jul-2020	400 -Live Registrations 70 -YouTube views
5	Second Careers & Critical Management Studies	23-Jul-2020	95 -Live Registrations 121 -YouTube views
6	Grabbing the opportunity with both hands: Calling universities to action against racism	9-Sep-2020	229 -Live Registrations 245 -YouTube views
7	Business & democracy	24-Sep-2020	80-Live Registrations 201 -YouTube views
8	Academics and Activism	28-Oct-2020	141-Live Registrations 281 -YouTube views
9	A discussion of Paul Andle's Proposals for Democracy	7-Dec-2020	149-Live Registrations 189 -YouTube views
10	PDW: Publishing Critical Work in Organization	2-Jan-2021	178-Live Registrations 194 -YouTube views
11	Speaking a Secret Language	28-Jan-2021	248-Live Registrations 191-YouTube views
12	Embodying Methods in Management & Organization	18-Feb-2021	190-Live Registrations 127-YouTube views
13	PDW: Publishing Critical Work in Ephemera	24-Feb-2021	99-Live Registrations 111-YouTube views
14	PDW: Publishing Critical Work in Human Relations	12-Mar-2021	223-Live Registrations 197-YouTube views
15	The Business of (Im)Migration	23-Mar-2021	86-Live Registrations 194-YouTube views
16	PDW: Publishing Critical Work in Management Learning	20-Apr-2021	120-Live Registrations 116-YouTube views
17	PDW: Publishing Critical Work in Leadership	11-May-2021	61-Live Registrations 36-YouTube views



# Scholarships and Waivers

## Richard Longman & Arturo E. Osorio

To support attendance at the Annual Meeting (2021) of the Academy of Management, the Critical Management Studies Division is pleased to alert members to two streams of funding.

- **Scholarships.** The CMS Division offers a number of scholarships to cover the Annual Meeting fee **for AoM members who find themselves in an economic hardship.** (The fee will be directly paid to AoM so there is no need for members to pay up front and wait to be reimbursed). Members meeting the criteria outlined below are eligible to apply. Where necessary, these funds will be prioritized to enable students and early career scholars to attend, and to support members of under-represented or disadvantaged groups. Scholarships are non-transferable and cannot be deferred to future Annual Meetings.
- **Waivers.** The CMS Division benefits from waivers **for non-AoM members** to allow them to attend the Annual Meeting. Applications for waivers should be made by a sponsor (who must be a member of the CMS Division) on behalf of non-members who meet the criteria outlined below. Waivers are non-transferable and cannot be deferred to future Annual Meetings.

All applications should be received by 25 June 2021 and will be evaluated on merit by members of the CMS Executive. All decisions are final.

### Scholarship Application Criteria

- The applicant is a member of the AoM and their 2021 annual membership fee has been paid.
- The applicant is making a specific and defined contribution to the Annual Meeting (e.g. presenting a paper, contributing to a PDW or Symposium, attending the PhD/ECR development workshop).
- The applicant is a student OR an early career researcher OR an independent scholar AND/OR finds themselves in an economic hardship and cannot pay the Annual Meeting fees (e.g. loss of job, reduction in income, suspension of institutional research funding).

### Scholarship Application Process

- Applications should include the applicant's name, contact details, institutional affiliation (if any), and AoM membership number.
- Please include details of the specific and defined contribution you intend to make to the Annual Meeting (e.g., present a paper, chair a session, attend a PDW/Symposium).
- Please confirm you will commit to attending a minimum of FIVE CMS Division sessions.
- Please confirm you will be happy to provide a short (250 word) article for the Division newsletter and/or social media about something you have gained from the attendance at the Annual Meeting. (These may or may not be used).



Scan QR Code to access the **Application Portal** or use this [Link](#)

### Waiver Application Criteria

- The recipient should not be a member (or future member) of the AoM
- The recipient should be making a specific and defined contribution to the Annual Meeting AND/OR the recipient represents a strategic widening of the Division's reach and the Annual Meeting is a good opportunity to develop this relationship

### Waiver Application Process

- Applications should be made by a sponsor and include the sponsor's name, contact details, and AoM membership number as well as the details of the intended recipient of the waiver.
- Please include a short (250 word) narrative defining the intended contribution of the waiver recipient and/or how this waiver contributes to a strategic widening of the Division's reach. The narrative (or part of it) might be used for an article for the Division newsletter and/or social media to highlight the value of the recipients attending AoM. (These may or may not be used).

All inquiries regarding Scholarship and Waiver Applications should be directed to Arturo E. Osorio at [osorio@business.rutgers.edu](mailto:osorio@business.rutgers.edu) or Richard Longman at [Richard.Longman@uwe.ac.uk](mailto:Richard.Longman@uwe.ac.uk)



### Ph.D. Student Profile Mary Beth Doucette

Mary Beth Doucette, Ph.D. Candidate, Saint Mary's University, K'jipuktuk/Halifax, and Purdy Crawford Chair in Aboriginal Business Studies, Cape Breton University, Unama'ki/Cape Breton, Mi'kmaw'ki/Atlantic Canada

I would like start by thanking colleagues for the invitation to share my thoughts about my thesis. I appreciate the opportunity to reflect on my research using a Critical Sensemaking (CSM) approach (Helms Mills, Thurlow, and Mills, 2010) to explore the events surrounding the Truth and Reconciliation Commission (TRC) of Canada and how Canadians make sense of its Final Report and the Calls to Action included within it. As an Indigenous-Canadian researcher, the CSM approach appeals to me because it provides a heuristic for research that seems to resonate with a local Indigenous concept of *Etuaptmumk* (roughly translated as Two-Eyed Seeing) (Bartlett, Marshall, Marshall, 2012).

#### Why the TRC?

The TRC was mandated by the Canadian justice system, representing the British crown, to be a five-year national commission. The mandate for the TRC was established as part of the Indian Residential School Settlement Agreement in 2006 to witness and record the stories of "students" who we subjected to abuse in state funded, church managed, Indian Residential Schools for more than 100 years. One of the TRC's main goals was to promote reconciliation by, "inspire[ing] Aboriginal and non-Aboriginal people to transform Canadian society so that all our children and grandchildren can live together in dignity, peace, and prosperity on these lands we now share (TRC, 2015, p. 8)." Like other truth commissions, the Canadian TRC was intended to "**address the past in order to change policies, practices, and even relationships in the future, and to do so in a manner that respects and honors those who were affected by the abuses (Hayner 2011 p. 11-12).**" It legitimized first person accounts of systematized prejudice and acts of injustice against sanctioned colonial governments and legal systems involving both the British and the Canadian Federal governments. Despite the pervasive impacts of the Indian Residential Schools in Indigenous communities, the stories surfaced by the TRC were shocking to most Canadians. Many claim to have not known about the schools or their legacy.



#### Why CSM?

In my thesis, I explore organizational responses to this example of a judicially mandated reconciliation agenda in Canada, a non-transitional society. Unlike prior state sanctioned commissions and inquiries, this TRC seems to have created a shift in the historical discourse that shapes settler-colonial relationships in Canadian contexts (de Costa, 2017). Yet, the question remains following the completion of official activities in 2015: will the TRC produce significant social change for Canadian society at large?

Reconciliation is a process that requires integrative approaches that account for multiple perspectives - legal, political, and social. In non-transitional settler-colonial societies like Canada, the topic of reconciliation and justice is further complicated by the high levels of trust and pride Canadian citizens have in their historical identity narrative myths (Regan, 2010). What appeals to me most about CSM is the ability to consider the interplay of identity and action in context of other factors like history, law, politics, and place. Thus, it is also an approach that compliments local Indigenous knowledge systems. Specifically, it resonates with the Mi'kmaw concept of *Etuaptmumk*, also described as Two-Eyed Seeing and/or collaborative co-learning (Bartlett, Marshall, Marshall, 2012).

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## 7. Continued...

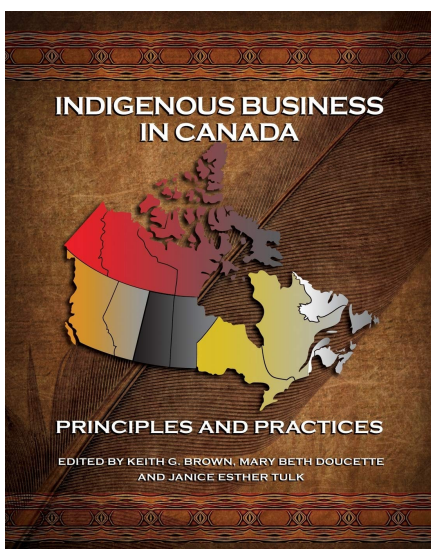


### Ph.D. Student Profile Mary Beth Doucette

As a Mi'kmaw (Indigenous)/Canadian, I am keenly aware of the influences identity and context have on my experiences with the topics of reconciliation and justice. I regularly advocate for Indigenous knowledge systems to be introduced to business schools (see Doucette, Gladstone & Carter, 2021). In my dissertation, I am reflecting on my intersectional identities. I want to explain what I've learned as a practitioner in a way that resonates in the field of management and organization studies. Using CSM as a heuristic, I can weave back and forth between two perspectives of reconciliation and Indigenous/Canadian, by placing identity as central to sensemaking. I consider the discourses of reconciliation that were presented in the final report of the TRC and how Canadian power dynamics are reflected in language and structure of the documents. I also consider where and how references are made to Indigenous peoples and Indigenous cultural protocols.

Through my experiences working in and with various Indigenous and Canadian organizations, I have learned that the Nation to Nation(s) reconciliation will not happen until critical masses of people are able to openly discuss identity and context of themselves and others with whom they are trying to reconcile. I hope that my personal experiences will be instructive for Canadians who seek reconciliation, and also for others who are striving to create a basic level of human rights and dignity for all (Hayner, 2011).

Mary Beth  
Ph.D. Candidate



*Indigenous Business in Canada* reveals some of the challenges and diverse approaches to business in Aboriginal contexts from coast to coast to coast, and demonstrates the direct impact that history and policy, past and present, have on business and business education.

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*Mary Beth Doucette is an Indigenous/Canadian researcher and educator with expertise in decolonization, reconciliation, business education, two-eyed seeing (Etuaptmumk). She can be reached at [Marybeth\\_Doucette@cbu.ca](mailto:Marybeth_Doucette@cbu.ca)*

## Tribute



### Obituary: Debapratim Purkavastha

*Debapratim Purkavastha was the Director of ICFAI Case Research Center and Professor at ICFAI Business School (IBS). He passed away from COVID-19 on May 7, 2021.*

Debapratim was probably the world's greatest management case-writer and a proud and supportive member of the CMS Division at AoM.

A prolific contributor to The Case Centre, the Centre's database holds an incredible **531 cases** authored or co-authored by Debapratim that have been used at 1,595 schools in 95 countries. He topped the Centre's Top 40 Bestselling Case Authors ranking since 2016 and he won 11 Case Awards, only two less than the great Sumantra Ghoshal.

Debapratim won many other awards: at the AESE Case Writing Competition, EFMD Case Writing Competition, John Molson MBA International Case Writing Competition and the Oikos Case Writing Competition. And, of course, he dominated CMS's Dark Side Case Competition in recent years, winning in 2015, 2017 and 2018. That he needed to take a couple of years off to give others a chance became something of a running gag at the CMS prize-giving sessions at AoM meetings. The joke was funny partly because we all knew that Debapratim did so much to support the younger case writers who wanted to compete with him and one another to write the best cases. He was truly passionate about developing and sharing the craft of case-writing as a means of enabling new kinds of management students and managers for the future.

In all his case writing, and his CMS cases in particular, Debapratim was never afraid to speak truth to power and to criticise business and social practices when he thought organizations and managers could and should do better.



### Sample Cases

Ashely Madison Hacking and the ethics of Hacktivism: Debapratim Purkavastha (IBS Hyderabad), Syeda Maseeha Qumer (ICFAI University) and Vonod Babu Koti (IBS Business School)

A sexual harassment complaint and the fallout: Syeda Maseeha Qumer (ICFAI), Debapratim Purkavastha (IBS Hyderabad) and Vijaya Narapareddy (University of Denver)

What's Good for the Goose is Good for the Gander?: Lesley Symons (The Case for Women) and Debapratim Purkavastha (IBS Hyderabad, India)

The Bhopal Gas tragedy: Revisited after twenty-five years: Debapratim Purkavastha (IBS Hyderabad, India) and Hadiya Faheem (IBS Hyderabad, India)

Ethical breaches at News of the World: Debapratim Purkavastha (IBS Hyderabad) and AJ Swapna (IBS Hyderabad)

Debapratim was inspirational to other writers because he was fearless in this way, but also because he was an innovator. The most recent example was his exploration of multi-media formats, including cases in the style of a graphic novel (written by him and illustrated by Sid Ghosh).

That one person could have been the most popular, the most critical, and the most innovative management case-writer of our time is remarkable. Debapratim was a humble and inspirational colleague who will be greatly missed by CMS.

Stephen and Fernanda  
CMS Division Executive



# Farewell



## CMS Division Bids Farewell: Garance Marechal

The CMS Division would like to thank Garance Marechal, University of Liverpool (UK), for serving as our Representative-at-Large for Ethics and Inclusion from 2017 to 2020.

During her office, Garance worked on the important issues of sexual harassment and discrimination. Formally under the AOM Code of Ethics, these issues are paramount in ensuring a safe and welcoming place for all. She also broke new ground in drawing attention to the relative neglect of disability issues in the Academy, and the important role that CMS could play in this regard.

Garance was crucial in ensuring that CMS Division members could find information and receive support whenever needed. Her commitment to the CMS Executive and the whole community has been invaluable.

We thank her for her important contribution to the Division. From 2020 on, the role of Representative-at-Large for Ethics and Inclusion has been taken over by Paulina Segarra, EGADE Business School (Monterrey, MX).



Garance Marechal is a Senior Lecturer in Strategic Management at the University of Liverpool, UK. She can be reached at [G.Marechal@liverpool.ac.uk](mailto:G.Marechal@liverpool.ac.uk)



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# Article 1



## Covid and Academia: A View from the US Raza Mir

*Raza Mir is Professor of Management at William Paterson University, USA. He is the editor-in-Chief of Organization, and a past Chair of the CMS Division.*

When we crested the temporal milestone of 2020 and took stock of the year that was, three startling facts confronted us. The first was that the USA lost over 7% of its jobs (11 million jobs) in 2020[1]. The numbers, prosaic though they may be, concealed untold misery, of people struggling to get by, of dreams deferred and youth squandered. The second fact was that over 400,000 deaths in 2020 could be attributed to COVID[2], a figure that has gone past 600,000 by early May 2021. Between September and December 2020, the US lost more people every day due to the virus than perished in the September 11, 2001 attacks. It is safe to say that the economic and human toll of the catastrophe in 2020 was incalculable, and while the vaccine began to mitigate the crisis somewhat in 2021, it remains a source of great economic worry for the poor and vulnerable in the immediate short term.

But perhaps it was the third fact that gave us the greatest pause, especially in light of the first two. During the period of the pandemic, while the US was losing jobs and lives, the US stock market was outperforming itself. During 2020, the S&P 500 went up 15%, and has increased by 27% between January 2020 and April 2021[3]. The market produced incalculable rewards for those at the top rung of the ladder. Elon Musk's net worth is now greater than the GDP of Greece, and if Jeff Bezos were a country, he would be the 50th richest nation in the world. It is very clear that the investing class of the world has realized to a great degree of confidence that whatever economic pain may accrue on account of the pandemic, it can easily be pushed down to the lower rungs of the non-investing class.

[1] <https://www.bls.gov/news.release/empsit.toc.htm>.

[2] <https://www.nytimes.com/2021/01/17/us/covid-deaths-2020.html>

[3] From 3257.85 on Jan 2, 2020 to 3756.07 on December 31, 2020, and to 4167 on April 19, 2021. See <https://www.spglobal.com/spdji/en/indices/equity/sp-500/#overview>.

[4] <https://www.nytimes.com/2020/10/26/us/colleges-coronavirus-budget-cuts.html>



The world of academia mirrors this trend. In 2020, administrator salaries have risen, while colleges and universities have slashed budgets, revoked tenure, refused to fill vacant positions, and brazenly repudiated existing agreements with the teaching community[4]. In my own university, the faculty have submitted to furloughs and lost approved sabbaticals, and the university has planned to issue letters of termination to the entire teaching workforce, so that they can retain the 'flexibility' to downsize at will, at a moment of their choosing. The institutional leadership invokes *force majeure* clauses, claiming the virus to be that 'act of God' which liberates them from keeping their promises.

What lies ahead for the critical scholar? We need to fight to protect the most defenseless among us. The adjunct faculty, our colleagues in beleaguered humanities departments, and our non-teaching colleagues such as administrative support staff. Those among us who are protected need to have the courage to put their job security on the line to fight for those who do not have it. For in the end, we are only as strong as the most vulnerable among us. Solidarity is all that stands between us and an asymptotic decay into casualized oblivion.

Raza  
Past Chair, CMS Division

## Article 2



## The use of the signifier 'Islamismo-Leftism' by French Officials Martin Fougère & Charles Barthold

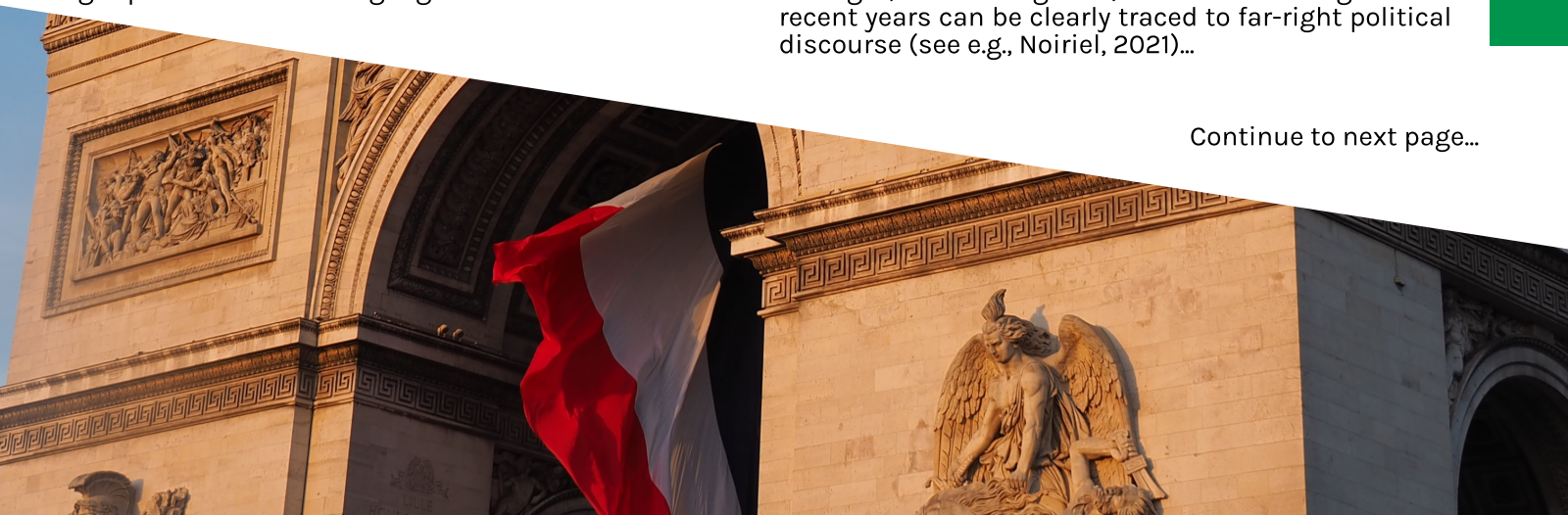
As two French scholars who have been following the 'islamo-gauchisme' ('islamo-leftism') discussion from a distance, we are concerned about what its implications might be for the use of critical theories in French universities and business schools. We have heard that among French-based academics drawing on critical theories, some are worried about their positions – and this resonates with broader attacks on critical scholars in other parts of Europe, most notably the ongoing debacle at Leicester where a labelling of faculty members as 'CMS' and/or 'political economy' has become a ground for targeted layoffs. While we do not feel very comfortable writing about French academia – since we have never really been a part of it – the fact that we write from a comparatively 'safer' position outside of it gives us the possibility to share a few thoughts here, for what they are worth. And we will strive to connect these thoughts to what we have characterized as Macron's 'populism' in a speaking out article published in *Organization* (Fougère and Barthold, 2020).

But first the 'facts': On February 14, 2021, interviewed at a French 24 hour news TV channel, Frédérique Vidal, a biochemist and former university president who has been the French Minister of Higher Education since 2017, asserted that "islamo-leftism plagues French society as a whole and academia is no exception". Two days later, she suggested conducting an audit of the state of university research in France, making an explicit distinction between what is 'proper academic research' and what is more down to 'activism and opinion', causing an outcry in French academia and beyond. President Emmanuel Macron reacted to these statements in true 'et en même temps' style – referring to his tendency to say "and at the same time" between the two sides of any issue, effectively being on both sides at the same time. On the one hand, he got his spokesperson Gabriel Attal to reiterate that he (Macron) is "deeply attached to the independence of academics, which is one of the foundations of our republic and which we must guarantee", while at the same time reaffirming his trust in Vidal being the right person for reforming higher education.

The institution that has been tasked by Vidal to conduct the evaluation of the state of French university research, the *Centre National de la Recherche Scientifique* (CNRS, French National Centre for Scientific Research) quickly made it clear that the notion of islamo-leftism is not grounded in any empirical or scientific reality and is essentially a 'political slogan' enabling 'a regrettable weaponisation of science'; and that the types of 'critical studies' targeted by Vidal as being more a matter of 'activism and opinion' – such as intersectionality, postcolonial studies, or critical race theory – all clearly have academic merit (CNRS, 2021). Thus, the problem does not appear to be so much that the French academic institution is likely to censor critical studies, but that the extremely blunt debate initiated by Vidal was designed to create a polemic in the broader society, with electoralist objectives. For example, opinion polls have shown that two thirds of French people share Vidal's concerns and believe the influence of 'islamo-leftist' thought in French universities should be investigated.

This is why it is possible to see this episode as merely the most recent exemplar of the party in power attempting to lure away voters from their possible far-right vote. Ever since the *Front National* (now called *Rassemblement National*) became a significant force in French politics, ruling parties have made sweeping declarations sending broad reactionary signals in order to achieve this – while preserving some sense of plausible deniability, which Macron's 'and at the same time' helps in producing. In this regard, it is worth noting that the French origin of the signifier 'islamo-gauchisme', about 20 years ago, was associated with an accusation of growing antisemitism among French radical thinkers, which means that right-wing figures from Macron's party *La République en Marche* (Vidal, but also Minister of National Education Jean-Michel Blanquer and Minister of the Interior Gérald Darmanin) can argue, if need be, that using this term is in line with their liberal credo (all while appealing to voters further to the right). That being said, the use of the signifier in recent years can be clearly traced to far-right political discourse (see e.g., Noirielle, 2021)...

Continue to next page...



## 2. Continued...



### The Use of Signifier Islamism-Leftism

...as articulated for example in the magazine *Valeurs actuelles* but also increasingly adopted by conservative right outlets such as *Le Figaro* and *Le Point*. That the right wing of *La République en Marche* uses the same rhetoric is not particularly surprising given Macron's keen sense of the 'populist moment' (Mouffe, 2018) and his hitherto successful effort at transforming the French political scene into a liberal-illiberal polarization (see also Barthold and Fougère, 2020).

However, the fact that this move is not surprising coming from Macron and *La République en Marche* does not mean that we should be relieved, on the contrary. The game that is being played here is a dangerous one, which is already having concerning consequences for critical academics in France. Notably, an influential far-right web site published all the names of the 600 researchers calling for Vidal's resignation in a *Le Monde* opinion piece, and accused them of developing theories that are only meant to promote Islam and advance Islamist fundamentalism. Some of the targeted researchers feel that this puts them potentially in danger, and they liken Vidal's sweeping comments to "opening Pandora's box" (Duchamp, 2021).

Observing these developments from our comparatively comfortable academic positions outside of France, we empathize with the challenges faced by our French-based critical colleagues, many of whom are worried about what these systematic efforts to misconstrue their work will mean for their impact on French society and their position in French academia. We stand in solidarity with them, and remain very concerned by the way in which the French Minister of Higher Education has used far-right rhetoric to threaten academic freedom and stigmatise minorities.

Martin & Charles  
CMS Division Contributors

Martin Fougère is an Associate Professor in Management and Organization at Hakan School of Economics, Finland. He is interested in problematizing the power effects of business discourses on society.



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Charles Barthold is a senior lecturer in HRM and Organization Studies at the Open University, UK. He is interested how organisations and leadership reproduce power relations.





## ICCTP Statement Opposing the Attack on Critical Theories by French Government Officials

# INTERNATIONAL CONSORTIUM OF CRITICAL THEORY PROGRAMS

*Below is the official statement from April 7, 2021 by the International Consortium of Critical Theory Programs. The statement can be found at [www.criticaltheoryconsortium.org](http://www.criticaltheoryconsortium.org) under announcements.*

The International Consortium of Critical Theory Programs (ICCTP) condemns the recent efforts of the French minister of higher education, Frédérique Vidal, to discredit critical theories under the spurious rubric of “Islamogauchisme.” Her inflammatory caricature was presented before the National Assembly on February 16, 2021 when she called for a persecutory investigation into research areas such as postcolonial, decolonial, and gender and critical race studies. We find this proposal to be a dangerous and unacceptable violation of academic freedom. Disparaging entire academic fields as “divisive” and “gangrenous” falsifies these diverse fields and impedes the free circulation of knowledge. The term “Islamogauchisme” seeks unfairly to group together and target a wide range of fields together as a single political ideology, and participates in far-right, conspiratorial discourse. It serves to target individual scholars and specific methodologies, creating an atmosphere of fear, encouraging forms of censorship and the marginalization of students and scholars working in these fields, many of whom are already living precariously within the neoliberal conditions of the university. Such statements give support to the reproduction of racism, misogyny, homophobia, and transphobia within society. In particular, the stigmatization of Islam shamelessly attacks Muslim communities and their rights of belonging, curtailing the professional aspirations of young researchers coming from Muslim backgrounds.

After a public critique of Muslim community affiliation as an unacceptable form of “separatism” in February 2020, French president Emmanuel Macron propagated an inflammatory rhetoric in October 2020 on the alleged divisiveness of “certain social science theories entirely imported from the United States,” which was then echoed by his education minister Jean-Michel Blanquer who called for “a battle to [be] waged against an intellectual matrix from American universities.” These efforts to relocate and reject as “foreign” a wide range of

academic inquiries informed by the perspectives of ethnic and race studies, de- and postcolonial studies, and gender and queer studies, not only seeks to expel non-French intellectual influences from the French academy but to purge from the French tradition authors writing in French such as Fanon, Djébar, and Glissant who are central to French language and literature curricula around the world. Moreover, these statements attack the very transnational framework for social critique, closing the borders of the mind through a rhetoric that incites nationalism, racism, and Eurocentrism.

The ICCTP supports international intellectual exchange, free and open critical inquiry, as well as the right to dissent. We hold that through the careful study of social divisions, hierarchies, and exclusion, societies can learn how best to overcome entrenched inequalities and exclusions. Throughout the history of the university, academic research has depended on the international circulation of ideas, translation, and transnational frameworks for research. Rejecting ideas as “foreign” puts the university in the service of xenophobia, relying on cheap caricatures to fuel nationalist anti-intellectualism. Such a call fundamentally contradicts the basic principle of academic collaboration and the clear benefits of expanding fields of knowledge across national borders. Therefore, the ICCTP fully rejects this attempt, and all such attempts, to delegitimize fields of research such as postcolonial and decolonial studies, intersectional theory, gender studies, and critical race studies. The ICCTP stands in solidarity with colleagues in all areas of critical theory. The ICCTP calls upon professional associations throughout the global academy to condemn this effort and to join in our demand that the French government respect time-honored principles of academic freedom in relation to emerging and established fields that are indispensable to contemporary knowledge about our shared social world.

## Editorial



### Solidarity Statement The CMS Division Executive

*The CMS Division supports the call of the International Consortium of Critical Theory Programs (ICCTP) and stands in solidarity with French scholars and activists against the attack on critical theories by the French government.*

We write to express our solidarity with our French colleagues who are targeted by the February 2021 statements by Frédérique Vidal, France's Minister of Higher Education, Research, and Innovation. In them, she denounced critical theories under the polemic rubric of "Islamogauchisme" (Islamogauchism) and called for an inquiry into France's national research organisation, the CNRS, and the university.

The term "Islamogauchism" seeks unfairly to denounce a wide range of critical theories that question colonialism, racism, capitalism and patriarchy, and support decolonial, feminist, antiracist, anti-capitalist and anti-Islamophobia struggles. In this respect, while three types of arguments are regularly used to discredit these analyses: United States-centrism, Manichaeism, and essentialism, it is useful to remember that, critical perspectives owe a great deal to proponents of the French theory (Foucault, Deleuze, de Beauvoir, Derrida, Bourdieu) but also to intellectual, literary, and artistic trends, which focused on the colonial question in France in the 1950s, including Aimé Césaire and his discourse on colonialism, Albert Memmi (The Colonizer and the Colonized), and Franz Fanon (The Wretched of the Earth or Black skin, White masks).

Vidal's statements and different French government officials' declarations reveal the discomfort and the challenges critical theories are causing the state. It is precisely the critique of French colonial history and present, and its manifestations in state racism, including Islamophobia, that the state wishes to censor and silence through its attacks on academic freedom and resistance movements. Unfortunately, academic repression in France is not isolated. In the United Kingdom, Turkey, Poland, Brazil, the United States, India and other places, we are witnessing the rise of neoliberal and right-wing political forces. Sometimes, with the support of established powers, they foster authoritarianism, governmental suppression of critical scholarship, and enact restrictions to free speech and curb free thinking.

Therefore, as critical management scholars we would like to recall the importance of the French critical tradition in enriching relevant critical perspectives in management and organization studies. We stand in solidarity with our French colleagues. We call on the academic associations, journals and conferences that lead critical discussions in management studies and organizational studies to reject these attacks. We call on critical scholars in management to work together, form alliances and shape international solidarity to counter and to resist these different attacks on academic freedom in different places.

Executive Team  
CMS Division



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