The Career Forum

2014-2015
Careers Division Officers

Kimberly-Ann Eddleston, Division Chair
Northeastern University, USA
k.eddleston@neu.edu

Tania Casado, Division Chair Elect
University of Sao Paolo, Brazil
tcasado@usp.br

Corinne Post, Division Program Chair
Lehigh University, USA
cgp208@lehigh.edu

Bert Schreurs, Division PDW Chair
Maastricht University, Netherlands
b.schreurs@maastrichtuniversity.nl

Peter Heslin, Past Division Chair
University of New South Wales, Australia
heslin@unsw.edu.au

Emma Parry, Treasurer
Cranfield University, UK
emma.parry@cranfield.ac.uk

Fida Afiouni, Secretary
American University of Beirut, Lebanon
fa16@aub.edu.lb

Yan Shen, Editor, Career Forum
University of Victoria, British Colombia, Canada
yanshen@uvic.ca

Dear all,

Welcome to the Spring edition of the Careers Forum! This edition of the newsletter contains information from our Career Division Officers, journals' call for papers, and member news.

We hope you enjoy the newsletter!

All the best,

Yan Shen
Careers Forum Editor

Contents

1. News from the Career Division

A. Letter from our Division Chair Kim Eddleston

Dear Colleagues,

The Careers Division is looking forward to warmly welcoming you to the Academy of Management Conference this August in beautiful Vancouver! Thanks to all of you – as PDW organizers, authors of papers, symposium coordinators, and reviewers – we are guaranteed to have an amazing conference. Much gratitude also goes to Bert Schreurs, our PDW Chair, and Corinne Post, our Program Chair, for leading the charge and organizing what looks to be one of our best AOM Conferences to date! I hope to see you at our various events that are aimed to help you improve your professional careers and research. I also hope to see you at our many social events, where you are sure to meet old and new friends alike!

Finally, at the 2015 conference we will be celebrating our division's birthday. The Careers Division is turning 35! I look forward to celebrating this milestone with all of you in Vancouver. Thank you for your commitment to the Careers Division!

Kim Eddleston
Careers Division Chair
D'Amore-McKim School of Business
Northeastern University

B. Letter from our Division Chair Elect Tania Casado

Dear CAR Division Members,

Thank you all for your contributions to 2015 AOM Conference. Corinne Post (Program Chair) and Bert Schreurs (PDW Chair) worked to organize a great program, and I hope to meet all of you in Vancouver to enjoy the sessions and to raise glasses to Careers Division's 35th Birthday.

I invite all of you to come to our Business Meeting led by our Division Chair Kim Eddleston. During the Meeting we will applaud colleagues that are working hard on Careers theory, research and practice. Come to meet Careers Division Awards finalists and winners! We will recognize their excellence in Careers Studies and announce the winners for five awards:

Best International Paper, Best Student Paper, Best Applied Paper, Best Overall Paper and Best Symposium.

For this 2015 Conference, we invited 25 Careers Division members to be judges for the five awards. Our amazing judges list includes last year best reviewers and last year awards winners. I want to thank them so much and tell them how much our Division appreciates their work. Here are the colleagues that acted as judges for 2015 awards: Aarti Ramaswami, Akram Al Ariss, Ana Carolina Aguiar Rodrigues, Arpita Joardar, Barbara Ribbens, Claudia Holtschlag, Elsa Chan, Evgenia Lysova, Gayle Baugh, Holly Ferraro, Jeffrey Greenhaus, Jeffrey Yip, Jon Briscoe, Laura Guerrero, Lotte Bailyn, Madeline Crocito, Marcelo Afonso Ribeiro, Matthew Bidwell, Nikos Bozionelos, Opal Leung, Robert Kase, Sebastian Reiche, Sherry Sullivan, Yan Shen and Yehuda Baruch.

See you in Vancouver!

Tania Casado
Division Chair Elect 2014-2015
University of São Paulo – Brazil

C. Letter from our Program Chair Corinne Post

Dear Colleagues,

First of all, please accept my **deepest appreciation** for your contributions to the 2015 AOM scholarly program. Thank you for submitting your work to the Careers division and serving as reviewers, emergency reviewers, associate editors, award judges, session chairs and discussants. This year's program would not have been possible without all of your efforts.

The **Careers' Scholarly Program** in Vancouver includes stimulating symposia (23 of them!), captivating division paper sessions (15 in total), and an exciting discussion paper session, which – taken together – address the wide variety of issues that interest our members. The range of topics, theoretical approaches, methodologies, and sampled populations continues to be a tribute to the Careers division's longstanding tradition of multi-disciplinary work and to its inclusive mindset. I hope you plan to attend multiple symposia and various paper sessions on the program as well as our Careers Plenary session.

The **Careers Plenary session** (Monday at 3 pm) builds on our division's multi-disciplinary tradition and on the 2015 conference theme, *Opening Governance.* It will showcase the relevance – and potential contributions – of our division to a theme that is evidently relevant to the field of management at large, by bringing together 5 panelists from various horizons to help

us think about how Careers and Governance research may enrich each other. The distinguished plenary panelists are:

Sherry Sullivan and *Jeffrey Greenhaus*– our very own Careers superstars!
Sydney Finkelstein, Steven Roth Professor of Management, Associate Dean for Executive Education, Faculty Director, Tuck Center for Leadership,
Heather Foust-Cummings, Vice President and Center Leader, Catalyst
Joseph Griesedieck, Vice Chairman, Board and CEO services, Korn/Ferry

Following Monday's plenary session, make sure to join us for the division's **Business Meeting** (at 4:30 pm) and – of course – attend the exceptional **Division Social Event** (6:00 – 8:00 pm) that Jen Tosti-Kharas and Scott Seibert are organizing for us. The location for Monday's Division Social is the celebrated Vancouver Bill Reid Gallery (http://www.billreidgallery.ca/), which features Northwest Coast art and will have an exhibition of ceremonial masks while we're there.

All in all, the AOM 2015 conference in Vancouver is shaping up to be memorable! I can't wait to see you there.

Corinne Post
Careers Division Program Chair

D. Letter from our PDW Chair Bert Schreurs

Greetings, Careers Division Members! Our 2015 meeting is right around the corner, which means that it's time for an update on the upcoming conference, including the **Careers' PDW Program**.

First and foremost, I want to thank all of you who have submitted a PDW proposal. We all know how much time and energy it takes to develop an innovative and inspirational PDW proposal, and that there is always the nagging possibility that our proposal does not get accepted. But WOW, what a great set of high-quality proposals did you submit! In total, I received **seventeen** outstanding PDW proposals, promising **more than thirty-five hours** of highly developmental and entertaining activities. Unfortunately, this year our Division only had fifteen hours of PDW time available, which means that about half of the submissions could not be accepted despite their excellent quality! I was forced to make some wrenching choices. Eventually, I decided to accept submissions that collectively would cover different career stages and that are notable because of their interactive and original approaches.

The final PDW program consists of **seven** highly attractive workshops, including "Careers in the Rough", "Careers outside Academia", "Mid-Life Career Changers", "Exploring Retirement", "Careers Doctoral Consortium", "International Careers Research", and "Become an Academic Rock Star"! In addition, our Division is co-sponsoring **ten** career-related PDWs for which another Division is the primary sponsor. If you're as excited as I am for this year's PDW program, just hit that register button, and sign up (if required) for your favorite Careers Division PDW (http://aom.org/annualmeeting/registration/pdw/).

I very much hope to see you at some of our workshops as well as at Saturday's **PDW Social Event**. A big thank you goes to Jen Tosti-Kharas and Scott Seibert for making this possible.

See you all in Vancouver!

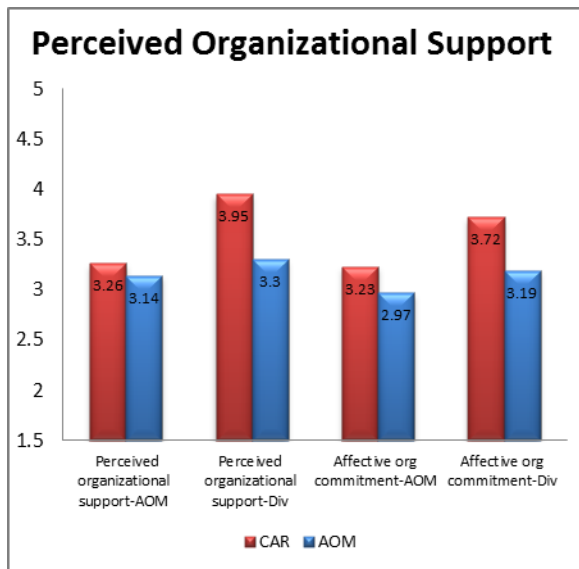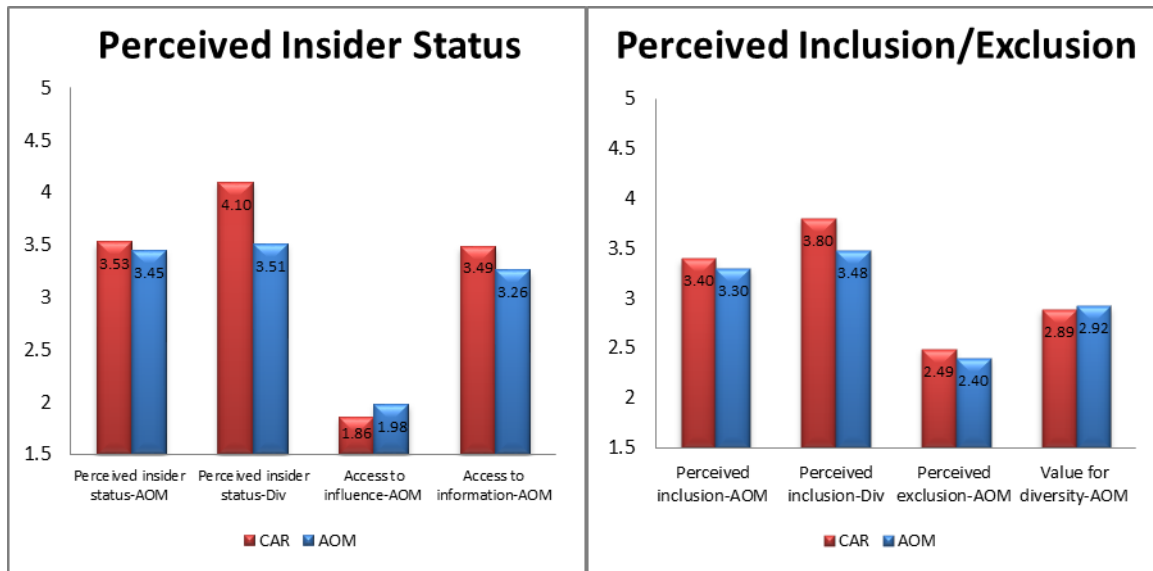Bert Schreurs
Careers Division PDW Chair

E. **Careers Division Leading the Pack: Highlights from AOM State of Inclusion Report by Kimberly Eddleston, Division Chair**

AOM's Diversity and Inclusion Theme Committee (D&ITC) recently conducted a survey to assess the Academy's inclusion/exclusion climate. For several key elements our division truly shined! We were found to be the top division in regards to "Perceived insider status in the division" and "Perceived organizational support from the division." We were also found to be a "Top Five" AOM division for "Perceived inclusion in the division" and "Access to information in the AOM."

In looking at how Careers members compare to members of other divisions, our feelings of inclusion and exclusion were not significantly different.

However, as seen in the exhibits below, our members have significantly higher perceived insider status in the division compared to those of other divisions. Careers members also report significantly higher perceived organizational support from the division as well as organizational commitment to the division than the average AOM member.

While our division may be small, we are obviously a happy and close family! Thank you for contributing to our division and for everyone's efforts to make Careers one of the most welcoming and supportive divisions at AOM!

Perceived Insider Status

CAR / AOM values:
- Perceived insider status-AOM: 3.53 / 3.45
- Perceived insider status-Div: 4.10 / 3.51
- Access to influence-AOM: 1.86 / 1.98
- Access to information-AOM: 3.49 / 3.26

Legend: CAR, AOM

Perceived Inclusion/Exclusion

CAR / AOM values:
- Perceived inclusion-AOM: 3.40 / 3.30
- Perceived inclusion-Div: 3.80 / 3.48
- Perceived exclusion-AOM: 2.49 / 2.40
- Value for diversity-AOM: 2.89 / 2.92

Legend: CAR, AOM

Perceived Organizational Support

CAR / AOM values:
- Perceived organizational support-AOM: 3.26 / 3.14
- Perceived organizational support-Div: 3.95 / 3.3
- Affective org commitment-AOM: 3.23 / 2.97
- Affective org commitment-Div: 3.72 / 3.19

Legend: CAR, AOM

2. News from our Members

A. Publications

o Baruch, Y., Szücs, N., & Gunz, H. (2015). Career studies in search of theory: The rise and rise of concepts. *Career Development International*, 20, 1, 320.

> The paper introduces further clarity to career scholarship and supports the development of career studies by complementing earlier theoretical literature reviews with an evidence based historical analysis. Identifying the career terms and concepts that have

shaped contemporary career studies, the findings suggest that career scholarship is indeed a descriptive field, in which metaphors dominate the discipline. There is a plethora of terminology, and, contrary to the expectations, concepts introduced tend not to fade away. Overall, it offers an overarching perspective of the field with a novel mixed method and citation analysis which is useful for theory development and will help unify career studies. It complements early literature reviews, mostly based on theoretical reasoning or qualitative data, with results based on quantitative data, ending with suggested new research directions for the career scholarship community.

o   Recent publications by Van der Heijden, B.I.J.M.

Van der Heijden, B.I.J.M., Van Vuuren, T.C.V., Kooij, D.T.A.M., & De Lange, A.H. (2015). Tailoring professional development for teachers in primary education: The role of age and proactive personality. *Journal of Managerial Psychology, 30*(1), 2237. DOI http://dx.doi.org/10.1108/JMP0720140211

Müller, A., De Lange, A., Weigl, M., Van der Heijden, B., Ackermans, J., & Wilkenloh, J. (2015). Task performance among employees above age 65: The role of cognitive functioning and job demand control. *Work, Aging, and Retirement.*

Van der Heijden, B.I.J.M., Gorgievski, M.J., & De Lange, A.H. (2015). Learning at the workplace and sustainable employability: a multisource model moderated by age. *European Journal of Work and Organizational Psychology*, (ahead-of-print), 1-18.

De Waal, A.A., & Van der Heijden, B.I.J.M. (accepted). The role of performance management in the High Performance Organisation. *Journal of Organization Design.*

Ruiller, C., Van der Heijden, B.I.J.M., & Patin, B. (2014). The use of role playing in managerial learning: A socio constructivistic approach. *Baltic Journal of Career Education and Management, 2*(1), 2436.

Savelsbergh, C.M.J.H., Poell, R.F., & Van der Heijden, B.I.J.M. (2015). Does team stability mediate the relationship between leadership and team learning? An empirical study among Dutch project teams. *International Journal of Project Management, 33*(2), 406418.

De Vos, A., & Van Der Heijden, B. (Eds) (2015). Handbook of Research on Sustainable Careers, Cheltenham, UK and Northampton, MA, USA: Edward Elgar Publishing.

Van der Heijden, B.I.J.M., Peters, P., & Kelliher, C. (2015). New ways of working and employability: Towards and agenda for HRD. In R.F. Poell, T.S. Rocco, & G.L. Roth (Eds.), *The Routledge Companion to Human Resource Development* (pp. 542551). London: Routledge Taylor & Francis Group.

3. About the Careers Division

A. Domain Statement

The Careers Division addresses people's lifelong succession of work experiences, the structure of opportunity to work, and the relationship between careers and other aspects of life. Major topics include: individual career development; career management strategies; career planning; relationships between human resource systems and careers; life cycle interactions with work; race, culture, and gender effects on careers; labor force diversity; internal labor market structures and functions; cross-cultural careers; and effects of demographic and social changes on work.

B. Statistics For Careers Division (5/13/15)

Total number of members: 646
By member Type
Academic: 453
Emeritus: 19
Executive: 49
Student: 125

C. Teaching Community

Welcome to the Career Studies Teaching Community

The website is intended for use by invited scholars who teach about careers. The idea is to let those scholars share materials they use in their teaching. Website participants will be able to enter suggestions, and where appropriate attach files, under each of the categories listed on the right of the website.

Mission

We are a community of career scholars seeking to develop and maintain a shared website, a "commons" of information to all participants to use as a teaching resource. We value an interdisciplinary approach to our field, and to the way we teach about it. At the same time, we welcome contributions from particular social science perspectives that can contribute to the breadth of our conversation. We also view teaching broadly, to cover what we do in the classroom, in consulting activities, at the dinner table or in any social situation where we can represent the knowledge in our field.

Entering Data

You will need a login name and password to enter data. Please contact one of the site administrators below:
Michael Arthur: marthur@suffolk.edu
Holly Slay: slayh@seattleu.edu

As you enter new content, please carefully consider copyright permissions. If you know of a good story in a book, or a published article, movie or other media, simply provide the reference and page numbers of the story alongside your recommendation. We also encourage the posting of case recommendations through case clearing houses such as Harvard Business School Press, Ivey Publishing and the European Case Clearing House. Each site allows login and inspection copy privileges to all professors. Therefore, all we need to do is recommend cases from their collections to one another, with a brief note on how we've used the material. For convenience, we can provide a link to the host website alongside your recommendation.

Welcome to the Career Studies Teaching Community!

For more information:

http://cardiv.org/teaching/

D. The Career Forum
The Career Forum is a publication by and for the members of the Careers Division of the Academy of Management and it is produced twice a year.

Issues: two times a year
Fall/Winter Issue
Spring/Summer issue

If you have suggestions of things you would like to see included in **The Careers Forum** or changes that you would like made, please send those along as well.

Submissions for news, announcements, and abstracts are accepted on a continuing basis at:
yanshen@uvic.ca .

We're on the web! The Careers Division home page:

http://www.cardiv.org/

4. Call for Papers

A. Academy of Management Review

Call for Papers
Academy of Management Review **Special Topic Forum**
THE CHANGING NATURE OF WORK RELATIONSHIPS
Submission Date: June 15–July 15, 2016
Guest Editors: Emily Heaphy, Jody Hoffer Gittell, Carrie Leana,
David Sluss, and Gary Ballinger

Work relationships form the foundation of an array of organizing processes, such as how organizational units interrelate, how managers and employees lead, how individuals manage their careers, and whether alliances succeed or fail. Interestingly, there is widespread acknowledgment that the nature of careers, organizations, and work, as well as the composition of the workforce, has changed profoundly in recent decades (Barley & Kunda, 2001; Kalleberg, 2009; Okhuysen et al., 2013). Yet we lack theories of work relationships that account for these *contextual changes*—that is, changes with the potential to affect the development, quality, and outcomes of work relationships. Work relationships (in light of these contextual changes) may, in turn, help the workforce and organizations deal with such changes, while at the same time introducing new and underexplored challenges. In this special topic forum we invite contributions that develop new theories of work relationships, or alter existing theories, to take into account the changing nature of careers, organizations, work, and the composition of the workforce.

WHY WORK RELATIONSHIPS?

Work relationships are integral to our understanding of work as a direct focus of inquiry (e.g., mentoring relationships, customer-employee relationships, employee-employee relationships, and social networks), as integral to organizational processes (e.g., socialization, coordination, collaboration, identity formation, institutionalization, sensemaking, and social exchange), and as a core component of high-performance work systems. Scholarship on this topic has occurred across multiple fields and levels of analysis (Kahn, 2007). In recent years organizational scholars have begun to place work relationships "front and center" as a topic of study (Ragins & Dutton, 2007) by looking across existing domains of relationships research (cf. Eby & Allen, 2012; Ferris et al., 2009; Sias, 2009) and initiating an organizational "relationship science" (Berscheid, 1999). One purpose of this STF is to answer questions raised by this emerging body of work, as well as to connect it to emerging forms of careers, organizations, work, and the composition of the workforce in ways not previously considered.

WORK RELATIONSHIPS AND THE CHANGING NATURE OF CAREERS

Today's employees are more likely to work at multiple organizations for shorter periods of time and with less job security, as well as more likely to work as independent contractors (Cappelli, 1999; Kalleberg, 2009). Much of this change has been initiated by organizations over the past several decades, with individuals adapting to the uncertainty accompanying such change (Leana & Rousseau, 2000). Potential research questions include: What is the role of relationships in such basic aspects of a career as mentoring, learning, and making career transitions in an era of uncertainty and shorter-term commitments? Are there different kinds of relationships that are important to establish, sustain, and nourish a job, career, or calling—in short, one's career identity—when one's time horizon in the organization is relatively short or when one's primary place of work is at home or a coworking site? We need to understand more about the development, quality, and role of these relationships for individuals and organizations.

WORK RELATIONSHIPS AND CHANGING ORGANIZATIONS

Many organizations face turbulent and uncertain environments and are called on to change on an ongoing basis. Researchers have found that work relationships are a critical mechanism for change. Yet organizational change can threaten existing relationship patterns, disrupting them when they are needed most (e.g., Cameron, 1994, 1998). How might organizations preserve or build relational capacity in order to meet the demands of the turbulent and uncertain environments they face? This special topic forum presents an opportunity for scholars to further explore how people engage in work relationships or how organizations structure work relationships to facilitate or block organizational or institutional change.

An era of frequent organizational change may also have implications for work relationship transitions and relational mechanisms. Scholars have argued that relationships are a primary means by which people become attached to organizations (e.g., Kahn, 2007), but if organizations undergo more frequent change and therefore provide fewer opportunities for forming relationships, what are the implications for how attachment occurs? Similarly, if shared commitment to an organization serves as a foundation for work relationships (Hogg & Terry, 2001), how does a decline in commitment to a particular organization change the nature of our relationships at work?

WORK RELATIONSHIPS AND THE CHANGING NATURE OF WORK

If work is the effortful accomplishment of collective tasks (Okhuysen et al., 2013), how work is accomplished has undergone tremendous change in recent decades. There are at least two ways in which the changing nature of work invites new theorizing about work relationships: (1) increasing and shifting interdependence and (2) the presence of technology.

Organizations continue to evolve in response to the changing nature of work, from bureaucracies in which workers are focused on their own tasks, isolated from their colleagues in other functions and organizations, to networked or relational organizations in which workers

are continuously coordinating their work with colleagues and clients within and across organizational boundaries (Adler, Kwon, & Heckscher, 2008; Gittell & Douglass, 2012). Contributions to the special topic forum might address such questions as: What challenges does this evolution present, both for employees and organizations, for managing work relationships? Do some organizations choose to keep work less interdependent in order to avoid the challenges of managing networked or relational organizations? Are there hybrid organizational forms emerging, and how effective are they relative to their pure bureaucratic or pure relational counterparts?

In many types of work, relationships with clients or customers are at least as important as relationships with coworkers, in terms of employee attachment. As a result, interdependencies in organizations have shifted as well. Relationships that span organizational boundaries, such as strategic partnerships between supplier and client or care relationships between caregivers and clients, begin to blur the lines between coworker and client-based relationships. Such relationships are often long term and sustaining, despite their change in form. New theorizing in the area of relationships may be required to address such questions as: How do client relationships affect and inform employees' relationships with organizations and with others in their profession? How are these relationships developed and sustained? What opportunities or challenges might they present to the people in these relationships and to the organization itself?

The presence of technology has become widespread in our everyday lives, through the proliferation of personal devices (e.g., smartphones, tablets) or through the ease of surveillance of the workforce via video cameras. Individuals and organizations increasingly rely on a wide range of technologies to facilitate work interactions (e.g., video conferencing), with some work relationships experienced entirely virtually. Some unexplored questions to consider include: How does the increasing use of technology affect the formation, maintenance, repair, or decay of relationships? How does interacting through technology affect such relational processes as coordination, collaboration, and connection?

WORK RELATIONSHIPS AND THE CHANGING COMPOSITION OF THE WORKFORCE

Just as work has changed in recent decades in the ways described above, the people who populate organizations are increasingly diverse along multiple dimensions, including gender, race, ethnicity, class, generation, religion, and nationality. Contributors to the STFmay choose to theorize about how dimensions of difference—particularly as they can be linked to the changing nature of work, organizations, and careers—affect work relationships, relational processes, and organizations. Further, the ways in which work, organizations, and careers are changing may be quite different across nations or regions, providing important opportunities to generate a novel theoretical understanding of relationships. We can advance our understanding by developing theories that both acknowledge and understand differences between diverse groups, as well as similarities.

REFERENCES

Adler, P. S., Kwon, S., & Heckscher, C. 2008. Professional work: The emergence of collaborative community. *Organization Science,* 19: 359–376.

Barley, S. R., & Kunda, G. 2001. Bringing work back in. *Organization Science*, 12: 76–95.

Berscheid, E. 1999. The greening of relationship science. *American Psychologist*, 54: 260–266.

Cameron, K. S. 1994. Strategies for successful organizational downsizing. *Human Resource Management Journal,* 33: 189–212.

Cameron, K. S. 1998. Strategic organizational downsizing: An extreme case. *Research in Organizational Behavior*, 20: 185–229.

Cappelli, P. 1999. *The new deal at work: Managing a market driven workforce*. Boston: Harvard Business Publishing.

Eby, L. T., & Allen, T. D. 2012. *Personal relationships: The effect on employee attitudes, behavior, and well-being*. New York: Routledge.

Ferris, G. R., Liden, R. C., Munyon, T. P., Summers, J. K., Basiki, K. J., & Buckley, M. R. 2009. Relationships at work: Toward a multidimensional conceptualization of dyadic work relationships. *Journal of Management*, 35: 1379–1403.

Gittell, J. H., & Douglass, A. 2012. Relational bureaucracy: Structuring reciprocal relationships into roles. *Academy of Management Review,* 37: 709–733.

Hogg, M., & Terry, D. 2001. *Social identity processes in organizational contexts.* Philadelphia: Psychology Press.

Kahn, W. A. 2007. Meaningful connections: Positive relationships and attachments at work. In J. E. Dutton & B. R. Ragins (Eds.),*Exploring positive relations at work: Building a theoretical and research foundation*: 189-206. Mahwah, NJ: Lawrence Erlbaum Associates.

Kalleberg, A .L. 2009. Precarious work, insecure workers: Employment relations in transition. *American Sociological Review*, 74: 1-22.

Leana, C. R., & Rousseau, D. 2000. *Relational wealth: The advantages of stability in a changing economy.* New York: Oxford University Press.

Okhuysen, G. A., Lepak, D., Ashcraft, K. L., Labianca, G., Smith, V., & Steensma, K. H. 2013. Theories of work and working today.*Academy of Management Review*, 38: 491–502.

Ragins, B. R., & Dutton, J. E. 2007. Positive relationships at work: An invitation and introduction. In J. E. & B. R. Ragins (Eds.), *Exploring positive relationships at work: Building a theoretical and research foundation:* 3–25. Mahwah, NJ: Lawrence Erlbaum Associates.

Sias, P.M. 2009. *Organizing relationships: Traditional and emerging perspectives on workplace relationships*. Thousand Oaks, CA: Sage.

TIMELINE AND SUBMISSION

The deadline for submissions is **July 15, 2016**. All submissions must be uploaded to the Manuscript Central/Scholar One website (https://mc.manuscriptcentral.com/amr)

between **June 15, 2016** and **July 15, 2016**. Guidelines for contributors (http://aom.org/Publications/AMR/Information-for-Contributors.aspx) and the *AMR* Style Guide for Authors (http://aom.org/uploadedFiles/Publications/AMR/AMR%20Style%20Guide%202014.pdf) must be followed.

For questions about submissions, contact *AMR*'s managing editor, Dominique Ingram (dingram@aom.org). For questions about the content of this special topic forum, contact Emily Heaphy, (eheaphy@bu.edu), Jody Hoffer Gittell (jodyhoffergittell@brandeis.edu), Carrie Leana (leana@katz.pitt.edu), David Sluss (David.Sluss@scheller.gatech.edu), or Gary Ballinger (ballinger@virginia.edu).

B. Academy of Management Review

Call for Papers
Academy of Management Review Special Topic Forum

ADVANCING AND EXPANDING WORK-LIFE THEORY FROM MULTIPLE
PERSPECTIVES
Submission Date: September 1–September 30, 2016
Guest Editors: Gary N. Powell, Jeffrey H. Greenhaus,
Tammy D. Allen, and Russell E. Johnson

Research on the work-life interface, initially triggered by an evolving workforce composed of an increasing number of employees with substantial care-giving responsibilities, has grown exponentially over the past four decades. Advanced technology, blurring of role boundaries, long-work-hour cultures, and the desire for more balance in life present challenges to employees in managing their multiple life roles. In light of these challenges, it is not surprising that early theory focused predominantly on the interference or conflict between work and other life roles, most prominently the family role. In recent years the conflict perspective has been supplemented by theory explaining positive synergies across roles, such as enrichment and positive spillover, as well as theory attempting to clarify the ubiquitous term "balance."

Much of the extant work-life research has been limited in two respects. First, the focus generally has been on the connections between work and family lives, with other nonwork activities, such as friendships, community institutions, leisure pursuits, and self-development activities, often downplayed or ignored. Because most employees are invested in a variety of nonwork domains, new theoretical ventures are needed that include consideration of multiple

life roles: how employees' work experiences affect—and are affected by—their lives outside of work.

Second, the existing research has been guided by a small number of theoretical frameworks. Some of these frameworks were developed specifically for examining the work-life interface, such as theories of work-family conflict, enrichment, and role boundary transitions, and others, such as social identity theory and the job demands-resources model, were developed in other contexts and have been applied to the study of the work-life interface. Although these frameworks helped lay the foundation for the first wave of work-life research, they need to be advanced and expanded to address new and emerging issues in the field as suggested below.

For this special topic forum, we invite theoretical contributions that address work-life issues from one or more of the following perspectives:

Multi-level perspective: Work-life theory is needed that recognizes that employees' well-being is best understood in the context of the society and community in which they live, the employer for whom they work, the leader to whom they report, the work team in which they are embedded, and the other people outside of work whose lives intersect with their own. As a result, empirical research should be guided by theory that incorporates significant interdependencies across multiple levels of analysis, including societal context (e.g., national regulations or norms), macro (e.g., organizational strategies, industry) and micro (e.g., leader behavior, team processes) characteristics of the workplace, and the demands and resources associated with nuclear and extended families and other social and community institutions outside of work.

Decision-making perspective: The work-life literature historically has emphasized situational demands and resources as determinants of conflict, enrichment, and balance. However, scholars increasingly recognize that employees can influence their work-life outcomes through the decisions they make and the strategies they pursue (e.g., role synthesis, boundary management, balance crafting). New theory is required to understand the different forms of work-life decision making, the situational and personal factors that affect the pursuit of different decision-making strategies, and the impact of these strategies on work-life outcomes.

Dynamic perspective: The role of time in work-life dynamics generally has been neglected. Although time (or lack thereof) is an essential element of such constructs as conflict, enrichment, and balance, scholars rarely consider the duration of temporal intervals when examining such constructs. Understanding "when" things happen is fundamental for understanding work-life phenomena. New theory, whether within-person or between-person, that takes into account temporal factors is essential for advancing our understanding of work-life experiences. This may include theory focusing on issues related to short-term and/or long-

term processes and change within the context of time, theory considering time as a causal factor, and theory acknowledging both objective and subjective perspectives on time.

Careers perspective: Although careers represent patterns of work experiences that evolve over time, scholars rarely incorporate career issues over the life course into work-life research, and they rarely incorporate nonwork considerations systematically into the study of careers. Work-life theory would benefit from the integration of career-related phenomena, such as career success and career self-management, with nonwork aspirations, responsibilities, experiences, and outcomes.

International perspective: The majority of work-life research has been conducted on U.S. samples, although empirical research on other populations has been growing in recent years. New theory is needed that examines the role of societies' similarities and differences in the meaning of work and other parts of life to explain how dimensions of national culture affect work-life relationships.

Diversity perspective: Work-life theory should incorporate a variety of employees' social identity groups in addition to their national culture. For example, the focus on sex and gender seems to have dwindled in recent years, despite the persistence of some gender-related norms that influence the way women and men experience work and other life roles. Moreover, work-life theory should include employee differences in socioeconomic status, race, ethnicity, sexual orientation, gender identity, disability, religion, age, and/or family structure, all of which can affect employees' experiences within and outside the workplace.

TIMELINE AND SUBMISSION

The deadline for submissions is **September 30, 2016**. All submissions must be uploaded to the Manuscript Central/Scholar One website (https://mc.manuscriptcentral.com/amr) between **September 1, 2016** and **September 30, 2016**. Guidelines for contributors (http://aom.org/Publications/AMR/Information-for-Contributors.aspx) and the *AMR* Style Guide for Authors (http://aom.org/uploadedFiles/Publications/AMR/AMR%20Style%20Guide%202014.pdf) must be followed.

For questions about submissions, contact *AMR*'s managing editor, Dominique Ingram (dingram@aom.org). For questions about the content of this special topic forum, contact Tammy Allen (tallen@mail.usf.edu), Jeffrey Greenhaus (greenhaus@drexel.edu), Russell Johnson (johnson@broad.msu.edu), or Gary Powell (gpowell@business.uconn.edu).

C. Academy of Management Discoveries

Call for Papers on the Changing Nature of Work
Academy of Management Discoveries

To kindle interest in discovering contemporary worlds of work and occupations and in the hope of building more accurate and nuanced images of jobs, organizations, economies and people's lives, the *Academy of Management Discoveries* announces a special issue devoted to the changing nature of work.

No one disputes that the structure of Western economies has shifted away from one based primarily on manufacturing to one increasingly dominated by services and the professions, broadly construed. Many also claim that the nature and structure of organizations, jobs, and careers have also changed substantially (e.g., Evans, Kunda, & Barley, 1994; Hall, 1996; Rousseau, 1997). As the author of a recent article in *New York* magazine noted: "The traditional compact between employers and employees is slowly fading away, and with it, a way of thinking, a way of *living*, a way of relating to others and regarding oneself that generally comes with a reasonably predictable professional life" (Senior, 2015:1).Yet, with a few exceptions organizational scholars have paid surprisingly little attention to studying how work, occupations, and careers are changing (Barley and Kunda, 2001).

The dearth of research on work and occupations in organization studies is particularly troublesome, because we have long known that the structures of organizations are largely defined by work that they do and not simply by the properties of the markets and environments in which they operate. Organizational theory was not always so disinterested in work and occupations. Until roughly the early 1970s, organizational theory was tightly integrated with detailed field studies of the work of managers (Dalton 1950), factory workers (Rothlisberger and Dickson 1939, Walker and Guest 1952, Blauner 1964), craftspersons (Stinchcombe 1959, Haas 1974), miners (Trist and Bamforth 1951, Gouldner 1950), scientists (Marcson 1960, Kornhauser 1962), engineers (Ritti, 1971), physicians (Becker et al. 1961, Freidson 1970), clerks (Lockwood 1958, Blau 1955) and other occupations that staffed the enterprises of the mid-20[th]century.

Although there has been a growing interest in defining new forms of organizing -- for instance, network organizations (Powell 1990), heterarchies (Stark 1999), distributed organizations (Hinds and Kiesler 2002) and hybrid organizations (Battilana and Lee, 2014) -- almost none of these studies provide even a brief glimpse of what the people who work in those "new" organizations actually do. Even the work activities of engineers, financiers, data analysts, and the large variety of computer-related occupations have been understudied, despite the fact that they are widely held to be essential to whatever the "new economy" is becoming. A cynic

might argue that organizational theorists and strategists are now writing about how we organize (and should organize) activities about which we know almost nothing.

The nature of the employment contract has also changed for many people, thereby altering the structure of people's work-lives (Evans, Kunda, & Barley 2004). Many people now work in jobs with only temporary contracts or in jobs where they are employed by what are essentially employment agencies and are contracted out to employers. Others are entrepreneurs by necessity. A key question is: How do these new types of work and employment arrangements affect how work gets done, the quality of the work that gets done, people's attitudes towards their work, and their sense of their identity? How are the dynamics of power, communication, innovation, and learning altered when individuals do not regularly work in an office with colleagues or work in contexts with others who have more stable employment contracts than they do? Further, how do entities like O-Desk and Elance change the face of work and how people think about the role of work in their lives? Are our models of employee-organization relationships (e.g., models of job satisfaction and job engagement) outdated and non-generalizable because they are based on research that was done in circumstances when workers had more permanent relationships with their employers and not mediated and temporary ones? In sum, we are looking for empirical work that can help us, as a field, to understand how these changes in the structure and nature of work may have systematically affected people's attitudes and behaviors at (or about) work or even altered the variables that we need to be thinking about.

The nature of careers has also changed (Greenhaus & Kossek, 2104; Hall, 1996). We know that job tenure is declining and that people switch jobs more frequently. The need to switch jobs may mean more career interruptions and more career switching; topics we need to know more about. We also know that because of distributed communication technologies many people now work in the early morning and early evening in order to coordinate with colleagues in distant countries and time zones. What does moving toward a 24/7 economy that requires more virtual and intercultural communication mean for people's lives and their experience of work and what does it mean for the organization (e.g., for teamwork and knowledge transfer, for the development of routines, and for learning)?

In the meantime, new technologies have spawned a host of new occupations, particularly those that have arisen around computational technologies and the internet: for instance, systems administrators, web designers, network engineers. Such occupations have attracted relatively little attention. Nor, is it just new occupations that are being overlooked. We know precious little about whether and, if so, how "traditional jobs" have changed. Given advances in automation, lean production and the reshaping of markets, what factory operatives do today is certainly nothing like what they did 50 years ago (Zuboff 1988, Vallas and Beck 1996).

Researchers, however, have all but ceased studying factory work, even in those countries to which manufacturing has migrated. We often assume that we know what health care workers do, because heath occupations have garnered more attention than most types of work. Yet, given the rapid advance of medical technologies (Barley 1990, Edmondson et al. 2001), the shift to various forms of managed care (Scott et al. 2000), and the consolidation of health care systems into large conglomerates, the work of doctors, nurses, and medical support occupations has likely also changed. The microelectronic infrastructure has altered work in publishing, music production, film and even academia. We are well aware that many traditional jobs have disappeared over the last several decades, but we know far too little about what the people who once held those jobs do now and what happened to their lives when the jobs left. What we do know points to a less than happy picture that poses incredibly challenging problems for the structure of society (Osterman 1999, Kalleberg 2011).

AMD welcomes research using all types of methodologies to this special issue. We are interested in developing the field's understanding new types of employment relationships including contracting, the brokering of tasks through internet mediated labor markets, and the work lives of those who have become self-employed. We are also curious about new types of careers and their structure and meaning. We welcome ethnographic and other types of qualitative research, especially studies that can help us conceptualize new occupations that are archetypical of "new economies". We also welcome quantitative studies that shed light on the larger patterns of the changing nature of work and employment that qualitative research might not be capable of illuminating.

Regardless of topic and method, we expect contributions to the special issue to be empirical. We cannot accept theoretical papers. We are also not interested in reiterations of statistical and demographic trends that are already well documented by labor economists and students of industrial relations. We are seeking evidence that will help us make better sense of the worlds of work and employment that we have entered.

Stephen Barley, Beth Bechky and Frances Milliken will serve as co-editors of the special issue. A special editorial board composed of scholars known for their expertise in areas relevant to the changing nature of work, occupations, and organizations will work with the editors. Collectively, the board will be able to handle a wide range of methods from the ethnographic, to the historical, to the quantitative. We have no disciplinary preference and welcome papers from management scholars, sociologists, anthropologists, psychologists, historians, economists, political scientists, and data scientists.

AMD will accept manuscripts for the special issue beginning September 1, 2015 through December 31, 2015. No manuscripts should be submitted before or after those dates. We anticipate publishing the special issue in late 2016.

To submit a manuscript, first make sure you have a Word file from which the title page and all author-identifying references have been removed. Then go to the website http://mc.manuscriptcentral.com/AMD/and follow the directions. Under Manuscript Type select **Special Issue: Changing Nature of Work** from the drop down menu. Manuscripts should be formatted according to the *AMD* Style Guide. The*AMD* website provides Information for Contributors to help you prepare and submit papers to *AMD.*

<div align="center">

References

</div>

Barley, Stephen R. 1990. "The Alignment of Technology and Structure Through Roles and Networks." *Administrative Science Quarterly*35:61-103.

Barley, Stephen R. and Gideon Kunda. 2001. "Bringing Work Back in." *Organization Science*(12):75-94.

Battilana, Julie and Matthew Lee. 2014. "Advancing Research on Hybrid Organizing -- Insights From the Study of Social Enterprises."*Academy of Management Annals*8(1):397-441.

Becker, Howard S., Blanche Geer, Everett C. Hughes, and Anselm L. Strauss. 1961. *Boys in White*. Chicago, IL: University of Chicago Press.

Blau, Peter M. 1955. *The Dynamics of Bureaucracy*.Chicago: Chicago University Press.

Blauner, Robert. 1964. *Alienation and Freedom: The Factory Worker and His Industry*. Chicago: University of Chicago Press.

Dalton, Melville. 1950. *Men Who Manage*. New York: John Wiley and Sons.

Edmondson, Amy C., R. M. Bohmer, and Gary P. Pisano. 2001. "Disrpted Routines: Team Learning and New Technology Implementation in Hospitals." *Administrative Science Quarterly*46(4):685-716.

Evans, James, Gideon Kunda, and Stephen R. Barley. 2004. "Beach Time, Bridge Time and Billable Hours: The Temporal Structure of Technical Contracting." *Administrative Science Quarterly*49:1-38.

Freidson, Eliot. 1970. *Professional Dominance: The Social Structure of Medical Care*. New York: Atherton Press.

Gouldner, Alvin W. 1950. "The Problem of Succession in Bureaucracy." *Studies in Leadership:Leadership and Democratic Action*, ed Alvin W. Gouldner. New York: Harper.

Greenhaus, J. H. & Kossek, E. E. 2014. The contemporary craeer: A work-fome perspective.*Annual Review of Organizational Psychology and Organizational Behavior*, 1:361-388.

Haas, Jack. 1974. "The Stages of the High-Steel Iornworkers Appretice Career." *The Sociological Quarterly* 15:93-108.

Hall, D. T.1996. Protean careers of the 21st century.*Academy of Management Executive*. 10:8-16.

Hinds, Pamela J. and Sara Kiesler. 2002. *Distributed Work*. Cambridge, MA: MIT Press.

Kalleberg, Arne L. 2011. *Good Jobs, Bad Jobs: The Rise of Polarized and Precarious Employment Systems in the United States, 1970s-2000s*. New York: Russell Sage.

Lockwood, David. 1958. *The Black-Coated Worker*. London: George Allen and Unwin.

National Research Council. 1999. *The Changing Nature of Work: Implications for Occupational Analysis*. Washington: D.C.: National Academy Press.

Osterman, Paul. 1999. *Securing Prosperity: The American Labor Market: How It Has Changed and What to Do About It.*Princeton, NJ: Princeton Univeristy Press.

Powell, Walter W. 1990. "Neither Market nor Hierarchy: Network Forms of Organization." Pp. 295-335 in *Research in Organizational Behavior*, vol. 12, eds Barry M. Staw and Larry L. Cummings. Greenwich, CT: JAI Press.

Ritti, Richard. R. 1971. *The Engineer in the Industrial Corporation*. New York: Columbia University Press.

Rothlisberger, Fritz J. and William J. Dickson. 1939. *Management and the Worker*. Boston: Harvard University Press.

Rousseau, D. L. 1997. Organizational behavior in the new organizational era.*Annual Review of Psychology*,48:515-546

Scott, W. R., Martin Ruef, Carol A. Caronna, and Peter J. Mendel. 2000. *Institutional Change and Healthcare Organizations: From Professional Dominance to Managed Care*. Chicago: Chicago University Press.

Senior, J.2015. To the office with love. http://nymag.com/scienceofus/2014/12/what-we-give-up-when-we-become-entrepreneurs.html. Accessed on January 5, 2105.

Shepard, Herbert A. 1956. "Nine Dilemmas in Industrial Research." *Administrative Science Quarterly*1:295-309.

Stark, David. 1999. " Heterarchy: Distributing Intelligence and Organizing Diversity." Pp. 153-79 in *The Biology of Business: Decoding the Natural Laws of Enterprise*, Ed John Clippinger. San Francisco: Jossy-Bass.

Stinchcombe, Arthur L. 1959. "Bureaucratic and Craft Administration of Production: a Comparative Study." *Administrative Science Quarterly*4:168-87.

Trist, Eric L. and K. W. Bamforth. 1951. "Some Social Psychological Consequences of the Longwall Method of Coal Getting." *Human Relations*4:3-38.

Vallas, Steven P. and John P. Beck. 1996. "The Transformation of Work Revisited: The Limits of Flexibility in American Manufacturing."*Social Problems*43:339-61.

Walker, Charles R. and William H. Guest. 1952. *The Man on the Assembly Line*. Cambridge, MA: Harvard University Press.

Zuboff, Shoshana. 1988. *In the Age of the Smart Machine*. New York: Basic.

D. Human Relations

Conceptualising flexible careers across the life course

Guest Editors:
Jennifer Tomlinson (University of Leeds, UK)
Marian Baird (University of Sydney, Australia)
Peter Berg (Michigan State University, USA)
Rae Cooper (University of Sydney, Australia)

Submission deadline: 1st March 2016
Papers should not be submitted before 1st February 2016

Objective of this special issue

The world of work and employment in the 21st century continues to evolve in ways that demand new perspectives and concepts to understand and explain the reconfigured employment relationship. Capital mobility, technological change, developments in business strategy and the dominance of neo-liberalism coupled with new and established forms of precarious work have altered labour markets, industries, occupational structures and jobs. In addition, gender, age and generational shifts in the labour force as well as changing dynamics of care have altered what people need and expect from their work experience over the life course. It is within this terrain that we situate our research agenda of 'flexible careers'.

In recent years, much literature and research on the quality of working lives focuses on jobs as the unit of analysis, emphasizing job quality and flexibility (Kalleberg, 2011). Through this call, we seek to shift the focus to careers and, in particular, develop the construct of a 'flexible career' drawing attention to the fact that work occurs over time in sequence and trajectory. We are interested in the conditions under which flexible and sustainable careers can develop and flourish. Given this perspective, the overarching objective of this special issue is to encourage new analytical approaches to studying the concepts and intersection of flexibility and careers. More specifically, it is to provide a space to examine the meaning of flexible careers from different disciplinary perspectives and to question the extent to which careers can be forged and maintained at different points across the life course in the current social and economic context. In doing so, we focus on what is perhaps the one of the greatest tensions in contemporary labour markets and societies: how to combine the social and economic need for individual life-long work opportunity, accomplishment and development (careers) with the need for a workforce able to continuously adjustment to the supply and demand for labour in space, time and function (flexibility).

Scope and themes to be addressed by this special issue

There have been numerous important special issues in *Human Relations* and other comparator journals connected to the study of workplace flexibility and job quality (Warhurst et al. [eds], 2013 and Appelbaum [ed.], 2012), reconciliation of work and private life through organisational change (Kossek et al. [eds], 2010), the study of contemporary careers (Khapova and Arthur [eds], 2011) and the gendering of careers (Sabelis and Schilling [eds], 2013). While each of these fields of study touch on issues pertinent to this call, none are as broad as our aim to transcend disciplinary boundaries and draw together key conceptual issues of contemporary careers, namely flexibility, career sustainability and the life course.

Few contributions to date have coupled explicitly the concepts of career and flexibility. For example, in Connelly and Gallagher's (2004) review of emerging trends in research on contingent work, they identify 12 dominant research themes including commitment, well-being, justice/unfair treatment, role conflict and organisational citizenship behaviours. No theme focuses on the ability of contingent or flexible workers to develop careers, what the reality of careers are for a contingent worker (upwardly or downwardly mobile, flat lined, stagnant) or what resources those working flexibly might require to develop and sustain a meaningful career.

Given that careers are sequences of jobs or an occupation with a trajectory that provides opportunities to progress to other jobs or tasks over time, either in a stable upward trajectory, or in other cases, more unstable trajectories, moving between positive and negative job experiences which may lead to downward mobility, we are interested in more than just 'good' or 'bad' jobs at a specific point in time. Instead we seek to understand how, in the context of labour market instability and precarity, careers are experienced by different individuals – for example, young people looking to launch careers, those in mid-career who may be seeking adjustments to work careers due to care and other responsibilities and those in late career stages approaching decisions about if, when and how to retire. We are also concerned with the extent to which careers can become more sustainable through flexibility and produce positive outcomes for individuals at different (early, mid, late) life course stages while remaining mutually beneficial for employers and employees.

Much of the recent literature on careers has focused on individual agency and the notion of 'boundaryless' careers (Arthur, 1994) where individuals are increasingly mobile and self-directed (Gubler et al., 2014). However, we see individuals still very much bounded by wider economic and social contexts that shape career orientations (Rodrigues and Guest, 2010; Rodrigues et al., 2013) and the realities of work for individuals at different points across the life course. In addition, individuals, at different points across the life course and in varying ways, are increasingly bound and shaped by the institutional context (Piszczek and Berg, 2014). Institutions and changing economic conditions have the capacity to shape and impact individuals' careers, and are the means through which individuals equip themselves to adapt to changing social and economic environments. Indeed, Rodrigues and Guest (2010: 1170) ask that future careers research 'incorporate the simultaneous effect of multiple boundaries in structuring people's careers' and the themes outlined here speak to their call.

With respect to the concept of flexibility, it is contested, often contradictory and its application and use spans disciplinary boundaries within the social sciences. Flexibility has many different meanings connected to labour in terms of time, space and function, but it can also refer to our individual capacity for growth and willingness or ability to adapt. For example, labour flexibility or flexible working time arrangements sometimes referred to as contingent, non-standard or precarious (Kalleberg, 2011; Applebaum, 2012), are terms synonymous with neo-liberal economies but now are features of many labour markets around the world (Lee and Kofman, 2012; Standing, 2011). Often this vision of flexibility enables employers and states to transfer 'economic risk' onto employees and their families and communities through a range of flexible staffing adjustments (Lambert, 2008). While often positioned as beneficial to both employers and employees, by design, flexibility in this sense has the potential to exacerbate labour market inequality, insecurity and lead to the erosion of labour standards, working conditions and protections.

This 'low road' approach to labour flexibility (Kalleberg, 2003) is not without alternatives and research contributing to our understanding of how we can build a more progressive agenda with regards to flexibility and not jobs – but careers – will be the one of the central ambitions of this special issue. With this challenge in mind, three stakeholders can be identified in the quest for flexible careers – the state, employers and individuals. The state is instrumental in creating a policy environment that supports employability and adaptability. The creation of an institutional context characterized by education and training opportunities, employee choice and control of working time arrangements, mechanisms to exercise employee voice, rights to paid time off, incentives for life-long learning and phased retirement is instrumental in supporting positive flexible careers (Berg et al., 2004).

Employers and employer associations located within organizational, industrial or occupational contexts also play key roles in shaping opportunity for flexible careers. Organizations can structure jobs in a flexible way that shifts risks to employees and encourages precarious employment, or they can structure jobs that allow, and facilitate, workers to adapt to their changing needs over the life course. Providing high quality jobs, access to different working time options, and some employee control over their working time can be a critical foundation for a career that is sustainable and adapts to life demands.

At the level of the individual, flexibility in its simplest sense refers to our ability to change and adapt to, and within, our environment – our elasticity, versatility or stretch. In relation to this interpretation, flexibility could refer to individual agency, and environment permitting, our abilities to adapt to changing labour market conditions and develop new skills, to remain employable, to become flexible in the workplace through expanding role function and task variety.

Together, all three stakeholders manage, respond to and renegotiate work and non-work boundaries (Kreiner et al., 2009) and consider new ways of working to facilitate career sustainability as well as transitions into and exiting out of work (Elder and Pavalko, 1993). Therefore the temporal dimension of flexibility is central to the flexible careers agenda. Additionally, given the blurring of work boundaries, changes in locations of work and patterns migration, transformations in technology and worker geographical mobility are also key issues.

Given these considerations, we seek submissions from a range of social science disciplines connected to two overarching themes and six research questions:

Themes:

o   The roles that governments, occupations, industries, organisations and individuals play in attempts to enable, or undermine, the flexibility and sustainability of careers at different points across the life course.
o   Innovations in work practice and policy solutions designed to structure careers in ways that provide individuals with more flexible and sustainable careers at different points across the life course.

Research questions:

o   In what ways can interdisciplinary social science perspectives sharpen our understanding, both theoretically and empirically, of the dynamics of flexible careers?
o   In economic contexts of increased flexibilization and precarity, what are the career orientations and realities for individuals located at different points across the life course (e.g. young, mid-career and older workers)?
o   What roles do institutions play and what resources do individuals draw upon in attempts to forge career paths that are more sustainable across the life course?
o   What sorts of novel ways do individuals look to redefine their careers and adapt to changing labour market conditions in more flexible ways?
o   How do different aspects of labour market flexibilization impact on the potential to create sustainable careers – does flexibility sustain or undermine career trajectories at different points across the life course?
o   What innovative policy and practice solutions might be developed to create sustainable and/or flexible careers?

Contributors should note:

o   This call is open and competitive, and the submitted papers will be double-blind reviewed by experienced scholars in the field.
o   Submitted papers must be based on original material not accepted for publication by, or under consideration for publication with, any other journal or publication outlet.
o   For empirical papers based on data sets from which multiple papers have been generated, authors must provide the guest editors with copies of all other papers based on the same data to ensure a unique intellectual contribution is being made.
o   The guest editors will select a limited number of papers to be included in the special issue. Other papers submitted to the special issue may be considered for publication in other issues of the journal at the discretion of the Editor-in-Chief.
o   To be considered for this Special Issue, submissions must fit with the **Aim and Scope** of *Human Relations* as well as the call for papers.
o   Papers should also adhere to the **submission requirements.**

- o   Papers should be submitted through the online system**http://mc.manuscriptcentral.com/hr**
- o   Please indicate in your covering letter that your article is intended for this special issue.

The deadline for submission is 1st March 2016 and submissions should not be submitted before 1st February 2016.

The special issue is intended for publication in the second half of 2017 or early 2018.

Please direct questions about the submission process, or any administrative matter, to the Editorial Office: **humanrelationsjournal@tavinstitute.org**.

References:

Appelbaum, E (ed.) (2012) Special Issue: Precarious Work in Polarizing Times: A Symposium on Arne L Kalleberg's Good Jobs, Bad Jobs (Russell Sage Foundation, 2011).*Work and Occupations* 39(4): 311–448.

Appelbaum, E (2012) Reducing Inequality and Insecurity: Rethinking labor and employment policy for the 21st Century. *Work and Occupations* 39(4): 311–320.

Arthur, M (1994) The boundaryless career: a new perspective for organizational inquiry.*Journal of Organizational Behavior* 15(4): 295–306.

Berg P, Appelbaum E, Bailey T and Kalleberg AL (2004) Contesting time: International comparisons of employee control of working time. *Industrial and Labor Relations Review*57(3): 331–49.

Connelly C and Gallagher D (2004) Emerging trends in contingent work. *Journal of Management* 30(6): 959–983.

Elder GH and Pavalko EK (1993) Work Careers in Men's Later Years: Transitions, Trajectories and Historical Change. *Journal of Gerontology* 48(4): S180–191.

Gubler M, Arnold J and Coombs C (2014) Reassessing the protean career concept: Empirical findings, conceptual components, and measurement. *Journal of Organizational Behavior* 35(S1): S23–S40.

Kalleberg AL (2003) Flexible Firms and Labor Market Segmentation: Effects of Workplace Restructuring on Jobs and Workers. *Work and Occupations* 30(1): 154–175.

Kalleberg AL (2011) *Good Jobs, Bad Jobs. The rise of polarised and precarious employment systems in the United States 1970s–2000s*. New York: Russell Sage Foundation.

Khapova SN and Arthur MB (eds) (2011) Special Issue: Interdisciplinary approaches to contemporary career studies. *Human Relations* 64(1): 3–131.

Kossek EE, Lewis S and Hammer LB (eds) (2010) Work–life initiatives and organizational change. *Human Relations* 63(1): 3–154.

Kreiner GE, Hollensbe EC and Sheep ML (2009) Balancing Borders and Bridges: Negotiating the Work–Home Interface via Boundary Work Tactics. *Academy of Management Journal*52(4): 704–730.

Lambert S (2008) Passing the buck: labor flexibility practices that transfer risk onto hourly workers. *Human Relations* 61(9): 1203–1277.

Lee CK and Kofman Y (2012) Politics of Precarity: Views form beyond the United States.*Work and Occupations* 39(4): 388–408.

Rodrigues R and Guest D (2010) Have careers become boundaryless? *Human Relations*63(8): 1157–1175.

Rodrigues R, Guest D and Budjanovcanin A (2013) From anchor to orientations: towards a contemporary theory of career preferences. *Journal of Vocational Behavior* 83(2): 142–152.

Piszczek M and Berg P (2014) Expanding the boundaries of boundary theory: Regulative institutions and work–family role management. *Human Relations* 67(12): 1491–1512.

Sabelis IHJ and Schilling E (eds) (2013) Special Issue: Frayed Careers: Exploring Rhythms of Working Lives. *Gender Work and Organization* 20(2): 127–210.

Standing G (2011) *The Precariat*. London: Bloomsbury.

Warhurst C, Findlay P and Kalleberg A (eds) (2013) Special Issue: Understanding Job Quality. *Human Relations* 66(4): 441–612.

E. Critical Perspective on Global Careers

Special issue call for papers from critical perspectives on international business
The Call

There is very little critique of globalization in the managerialist literature. It is generally accepted as a business driven inevitability, which will eventually (if not already) draw all parts of the world into a system of global capitalism. This view of globalization is largely reflected in the careers literature. In this context a 'global career', where an individual spends some or all

of his or her working life in countries outside of their 'home' country, is often viewed as an organizational phenomenon that is likely to increase, particularly among the professional and managerial class, as global business expands (e.g., Dickmann and Baruch, 2011; Thomas, Inkson, and Lazarova, 2005). Critical questions underpinning these assumptions remain unasked and it is taken-for-granted that the world needs 'cosmopolitans', 'career-oriented cadres of global managers' and 'mobile elites, middle managers and professionals' who will operate to coordinate and control the globalization of business and pursue successful global careers (Banai and Harry, 2004; Cappellen and Janssens, 2010; Hasleberger and Brewster, 2009; Morley and Heraty, 2004; Suutari, 2003; Tung, 1998).   Contributions to this debate have argued that the 'global careerist' is somewhat different from the traditional organizational expatriate; the individual who is sent on an assignment for a defined period and who then returns to their 'home' country (Cappellen and Janssens, 2005; Mayrhofer and Reiche, 2014). In this special issue we seek to problematize the idea of a 'global career' through theoretical and empirical papers offering critical, innovative and imaginative ways of thinking about this concept.

Careers scholarship generally and global careers research specifically has received limited attention from a critical management perspective (for exceptions see e.g., Currie, Tempest, and Starkey, 2006; Grey, 1994; Hassard, Morris, and McCann, 2012; Pringle and Mallon, 2003; Roper, Ganesh, and Inkson, 2010; Scurry, Blenkinsopp, and Hay, 2013). Furthermore, there is little evidence provided in much of the global careers literature as to whether, indeed, 'global careers' are actually a feature of the modern business world. This may be partly due to the fact that there is an absence of a helpful definition of what a 'global career' might be other than the idea that some portion of a person's working life is spent outside of their home country. In this sense a 'global career' may simply be rhetoric and hyperbole created to advance an agenda or fad, which is in itself a topic for useful investigation. Yet increasingly there is a sense of a global career being something of value – a form of symbolic capital that can help individuals to accrue career capital and advance their careers (Doherty and Dickmann, 2009).

Global working and specifically a global career is often portrayed as a glamorous international opportunity for young ambitious aspirants (Dickmann and Baruch, 2011), yet it is likely that it is far from glamorous and subject to significant constraints and boundaries (Costas, 2013). It is important to investigate the personal and psychological costs that may arise from the pursuit of a global career as well as recognize the potential inequalities and power asymmetries that can shape the experiences of 'being global'. While scholarship has highlighted the personal 'dark sides' of global careers and global working, it would be helpful to understand more the broader organizational and societal 'dark sides' of the pursuit of global opportunities (Lee, 2005; Richardson and Zikic, 2007; Shaffer and Harrison, 1998).

The focus on the careers of privileged groups from the metropolitan centres has dominated work on global careers; although some recent work has begun to look at skilled migrants from the periphery or global south (Al Ariss, Koall, Özbilgin, and Suutari, 2012; Hilde and Mills, 2015; Thomson and Jones, 2015). In addition, there is a need to critically consider the relationship between geographic and social spaces, since as a consequence of increased mobility, transnational social spaces are becoming more significant. When thinking about global careers

we need also to consider how an individual's social position and values have roots in nationally bounded social structures as well as transnational arrangements of social practices (Pries, 2001). Further research could usefully be undertaken on these issues and topics from a critical perspective.

There are additionally, opportunities to investigate more critically the idea of a global career from the viewpoint of class, race, sexuality and gender using appropriate critical frames of analysis and appropriate methodologies. For example, some career scholars have attempted to develop typologies of global careers (Baruch, Dickmann, Altman, and Bournois, 2013). A feature of such typologies is the argument that any type of 'international work' might be constitutive of a career. Thus, illegal immigrants, asylum seekers and temporary immigrants are all understood in some way to be pursuing an 'international career'. We would wish to problematize such frameworks and encourage a broader, more critical investigation of marginalized groups and whether they can be considered to have a 'career' at all. It is likely that such investigation will derive its interpretive tools from outside of the field of career theory itself.

We believe that there are many and various directions that can be taken in developing more critical approaches to global careers, only a very few of which we have outlined above. We aim to publish primarily critically and theoretically informed empirical studies, and we are open to diverse and innovative methodological approaches. The following themes are suggestive of our interests, but are not intended to restrict imaginative submissions:

• What is a career in globalized capitalism? What is a global career? How might a global career be more critically associated with the context of global capitalism? How does the idea of a global career connect with types of expatriation in critical ways?

• Is the idea of a global career a myth? Is the idea of a global career elitist?

• How can we problematize managerialist perspectives on the global career? What functions, purposes and interests might be served through the rhetoric and discourse of a global career?

• How can we trace the history of the development of the idea of a global career? How might the contemporary idea of a global career be a colonial legacy? How might a postcolonial lens throw light on the global career? Is there 'Southern Theory' relevant to global career?

• How might we think critically about gender, race and sexuality in the context of a global career? How do dimensions of disadvantage or difference intersect to shape the experience of global careers?

• How can we connect and understand more critically the relationship between global mobility, migration and careers? How might we think critically about inclusion and exclusion in relation to global careers?

• How do institutional/structural influences, e.g. localisation policies/ immigration regulation, shape global careers? How might we consider the interaction with insecurity and precariousness?

• What is global careerism? To what do individuals conform when they enact and perform a global career? Who establishes the normative elements of global careerism and how might this connect to forms of identity regulation and control? What interpretative schema/scripts are drawn upon to evaluate global careers? How can we problematize the 'War for Talent'?

• What are the personal, professional, psychological and identity 'dark sides' of a global career?

Submission process and deadlines:
Submissions should follow the author guidelines for critical perspectives on international business which can be found at: http://www.emeraldinsight.com/cpoib.htm

The submission deadline is 31st August 2015, with initial reviewing to be completed by 31st November 2015, revisions due by 31st January 2016, final decisions by 1st May 2016, and anticipated publication in 2017.

Submissions should be via the Scholar One Manuscripts online submission system (http://mc.manuscriptcentral.com/cpoib). If authors have any questions about the special issue they should contact the special issue guest editors; Steve McKenna (smckenna@yorku.ca) or Tracy Scurry (tracy.scurry@ncl.ac.uk).

About the guest editors:
Steve McKenna is Professor of Global HRM in the School of HRM at York University, Toronto. He became a 'serious' academic at 45 after many years working around the world in the private and public sectors. He is unsure if this constitutes a 'global career'. He has published on global mobility and networks, HRM and ethics and postcolonialism in Organization, Journal of Business Ethics, British Journal of Management and International Journal of Human Resource Management among other journals. His current research interests revolve around critical approaches to global human resource management in general and global careers in particular.

Tracy Scurry is a Senior Lecturer in Human Resource Management at Newcastle University Business School, UK. Her current research explores global careers, graduate careers, and extended working lives. She is also a Co-Investigator on an ESRC Seminar Series exploring Regulation, Work and Employment. Tracy's research has been published in international peer reviewed journals including Career Development International, International Journal of Human Resource Management and Personnel Review.

References
Al Ariss, A., Koall, I., Özbilgin, M., and Suutari, V. 2012. Careers of skilled migrants : towards a theoretical and methodological expansion. Journal of Management Development, 31(2): 92-101.

Banai, M. and Harry, W. 2004. Boundaryless global careers: the international itinerants. International Studies of Management and Organization., 34(3): 96-120.

Baruch, Y., Dickmann, M., Altman, Y., and Bournois, F. 2013. Exploring international work: types and dimensions of global careers. International Journal of Human Resource Management, 24(12): 2369-2393.

Cappellen, T. and Janssens, M. 2005. Career paths of global managers: Towards future research. Journal of World Business, 40(4): 348-360.

Cappellen, T. and Janssens, M. 2010. The career reality of global managers. An examination of career triggers. International Journal of Human Resource Management, 21(11): 1884-1910.

Costas, J. 2013. Problematizing Mobility: A Metaphor of Stickiness, Non-places and the Kinetic Elite. Organization Studies, 34(10): 1467-1485.

Currie, G., Tempest, S., and Starkey, K. 2006. New careers for old? Organizational and individual responses to changing boundaries. International Journal of Human Resource Management, 17(4): 755-774.

Dickmann, M. and Baruch, Y. 2011. Global Careers. New York, NY: Routledge.

Doherty, N., and Dickmann, M. 2009. Exposing the symbolic capital of international assignments. The International Journal of Human Resource Management, 20(2), 301-320.

Grey, C. 1994. Career as a Project of the Self and Labour Process Discipline. Sociology, 28: 479-497.

Hasleberger, A. and Brewster, C. 2009. Capital gains: Expatriate adjustment and the psychological contract in international careers. Human Resource Management, 48(3): 379-397.

Hassard, J., Morris, J., and McCann, L. 2012. 'My Brilliant Career'? New Organizational Forms and Changing Managerial Careers in Japan, the UK, and USA. Journal of Management Studies, 49(3): 571-599.

Hilde, R. and Mills, A. 2015. Does it make sense when discriminatory practice becomes 'normal': Making critical sense of professional immigrants' experience in Canada. critical perspectives on international business, 11 (2), forthcoming.
Lee, C. H. 2005. A study of underemployment among self-initiated expatriates. Journal of World Business, 40: 172-187.

Mayrhofer, W. and Reiche, S. B. 2014. Guest editorial: context and global mobility: diverse global work arrangements. Journal of Global Mobility, 2(2).

Morley, M. and Heraty, N. 2004. International assignments and global careers. Thunderbird International Business Review, 46(6): 633-646.

Pries, L. 2001. The approach of transnational social spaces: responding to new configurations of the social and the spatial in Pries, L (ed), New transnational social spaces: International migration and transnational companies in the early twenty-first century: pp. 3-33.

Pringle, J. K. and Mallon, M. 2003. Challenges to the boundaryless career odyssey. International Journal of Human Resource Management, 15(4): 839-853.

Richardson, J. and Zikic, J. 2007. The darker side of an international academic career. Career Development International., 12(2): 164-186.

Roper, J., Ganesh, S., and Inkson, K. 2010. Neoliberalism and knowledge interests in boundaryless careers discourse. Work, Employment and Society, 24(4): 661-679.

Scurry, T., Blenkinsopp, J., and Hay, A. 2013. A UK perspective on Global Careers. In C. Reis and Y. Baruch (Eds.), Careers without Borders: Critical Perspectives. London: Routledge.

Shaffer, M. A. and Harrison, J. A. 1998. Expatriates' psychological withdrawal from international assignments: work, nonwork, and family influences. Personnel Psychology, 51(1): 87-118.

Suutari, V. 2003. Global managers: career orientation, career tracks, life-style implications and career commitment. Journal of Managerial Psychology, 18(3): 185-207.

Thomas, D. C., Inkson, K., and Lazarova, M. B. 2005. Global careers: New phenomenon or new perspectives? Journal of World Business, 40(4): 340-347.

Thomson, K. and Jones, J. 2015. Being and Becoming a Professional Accountant in Canada: Mimicry and menace in the transitions of migrant accountants. critical perspectives on international business, 11 (2), forthcoming.

Tung, R. L. 1998. American Expatriates Abroad: From Neophytes to Cosmopolitans. Journal of World Business, 33(2): 125-144.

Full details are available at the following:

http://emeraldgrouppublishing.com/products/journals/call_for_papers.htm?id=5954

F. **Journal of Business Research**

Call for papers: The micro-foundations of pricing

Aims and scope

Research on the micro-level of organizational decision making has witnessed a surge in interest as of recent. In a dedicated special issue in the *Strategic Management Journal* (Powell, Lovallo, & Fox, 2011) Levinthal (2011) asks the question "A behavioral approach to strategy – what's the alternative?". The *SMJ* Editors state that "strategic management theory lacks adequate psychological groundings" and that "until strategy theory builds stronger foundations in psychology, it will struggle to explain the facts of firm performance" (Powell, et al., 2011, p. 1370). Recent developments in finance, organization theory and strategic management have moved micro-level aspects of decision making solidly within mainstream research. The literature on pricing, however, has not yet dedicated attention to the examination of its micro-foundations, although pricing is arguably the most important driver of short-term profits (Nagle & Holden, 2002). While arguably journals do publish studies examining aspects related to micro-foundations (Che-Ha, Mavondo, & Mohd-Said, 2014; Mousavi & Kheirandish, 2014; Raghubir, 2006), there is, as of today, no systematic research on the micro-foundations of pricing.

Research on the micro-foundations of organizational decision making is based on the following premises (Hodgson, 2012): "Organizations are made up of individuals, and there is no organization without individuals" (Felin & Foss, 2005, p. 441); "Nothing is more fundamental in setting our research agenda and informing our research methods than our view of the nature of the human beings whose behavior we are studying" (Simon, 1985, p. 303); "Combining methodological individualism with an emphasis on causal mechanisms implies that strategic management should fundamentally be concerned about how intentional human action and interaction causally produce strategic phenomena" (Abell, Felin, & Foss, 2008, p. 492).

The planned JBR special issue, *The micro-foundations of pricing,* will examine how individual-level characteristics affect how organizations deal with pricing. We define "pricing" broadly to include the following elements: determination of list prices, price-setting practices, price realization, price negotiations with customers, freedom to set prices/grant discounts to customers, price flexibility, price communication, value communication, information processing on competitor prices, information processing on customers/customer needs, information processing on costs, incentive systems, bonus systems, headquarter support on pricing, CEO championing of pricing, pricing capabilities.

Our interest in the micro-foundations of pricing springs from the simple recognition that organizations do not act--individuals do. As scholars, however, we have a tendency to attribute to organizations properties which only individuals can have. The literature speaks of "organizational capabilities" and describes organizations as "innovative"; however, organizations do not have capabilities, individuals do; organizations are not innovative, individuals are. We thus want to explore how individual characteristics affect pricing in organizations.

Consequentially, in this call for papers we aim to shed light on the following non-exhaustive list of research questions. Individual characteristics and pricing decisions: How do individual psychological traits (e.g. altruism, intelligence) influence preferences for price setting practices (e.g. preferences for value-based pricing as opposed to cost-based pricing)? Are pricing approaches at the individual level (again: value-based pricing may be an example) the result of particular psychological traits? How do individual characteristics influence negotiation in pricing? Are negotiation styles of individuals (e.g. collaborative, competitive, accommodating) the result of particular psychological traits? Or: how do psychological traits (e.g. aggressiveness versus assertiveness) influence price negotiation outcomes?

The persistence dysfunctional pricing practices: Why and how do dysfunctional pricing practices persist? Does hard-wiring of pricing practices happen differently for functional as opposed to dysfunctional pricing practices? Conversely: What are triggers of innovative pricing practices at the individual level? How do innovative pricing practices at the individual level gain traction to lead to new pricing practices at the organizational level? Or again: which mechanisms prevent innovation at the individual level from emerging at the organizational level? Goal framing and pricing: How do *hedonic* goals (concerned about short-term gains), *gain* goals (concerned about longer term benefits), and *normative* goals (concerned with adhering to moral principles) interact at the individual level to influence pricing decisions? What is the effect of the focal goal frame on individual pricing decisions? Does an individual preference for a given pricing approach (e.g. value-based pricing) reflect a given focal goal frame? Individual considerations and collective actions in pricing: Pricing is, by nature, an activity that touches virtually all aspects of business: sales, marketing, finance, general management, human resources, and research and development. The pricing function, if present, leads and influences actors from these different functions. This leads to the question: What is the origin of individual beliefs and assumptions on pricing by different organizational actors in pricing and how are these individual factors aggregated at a collective level to produce pricing decisions? How do individual assumptions on pricing and individual hierarchical power interact to lead to collective pricing decisions? Do relationships of friendships in the organization favor the emergence of given pricing practices?

Bounded rationality and pricing: How do cognitive biases affect pricing decisions? What is the impact of behavioral or cognitive biases on the price setting and price negotiation process? Irrationality explained: What is irrational behavior in pricing? In Hamlet we read: "Though this be madness, yet there is method in't". Is there a rationale for irrational behavior in pricing? Individual preferences and pricing: How stable are customer preferences in B2B? Are preferences in B2B constructed? Intuition and pricing: What is the role of intuition in pricing decision-making process?

Research methods and guidelines

We are open to a wide number of research methods and expect all papers to either make a strong empirical contribution or to challenge conventional wisdom concerning all aspects of pricing at the intersection between individual characteristics and organizational practices through novel, insightful and carefully crafted conceptual propositions.

Manuscript submission and any inquires should be sent electronically by 31 August 2015 as an MSWord file attached to an e-mail to special issue coeditors. Andreas Hinterhuber andreas@hinterhuber.com or Stephan Liozu sliozu@case.edu. For journal information and how to prepare the manuscript, please access JBR's Guide for Authors at the following URL: http://www.elsevier.com/journals/journal-of-business-research/0148-2963?generatepdf=true.

References

Abell, P., Felin, T., & Foss, N. (2008). Building micro-foundations for the routines, capabilities, and performance links. *Managerial and Decision Economics, 29*(6), 489-502.

Che-Ha, N., Mavondo, F. T., & Mohd-Said, S. (2014). Performance or learning goal orientation: Implications for business performance. *Journal of Business Research, 67*(1), 2811-2820.

Felin, T., & Foss, N. J. (2005). Strategic organization: A field in search of micro-foundations. *Strategic Organization, 3*(4), 441-455. .

Hodgson, G. M. (2012). The Mirage of Microfoundations. *Journal of Management Studies, 49*(8), 1389-1394.

Levinthal, D. A. (2011). A behavioral approach to strategy—what's the alternative? *Strategic Management Journal, 32*(13), 1517-1523.

Mousavi, S., & Kheirandish, R. (2014). Behind and Beyond a Shared Definition of Ecological Rationality: A Functional View of Heuristics. *Journal of Business Research, 67*(8), 1780-1785.

Nagle, T. T., & Holden, R. K. (2002). *The strategy and tactics of pricing: A guide to profitable decision making* (3rd ed.): Prentice Hall Englewood Cliffs, NJ.

Powell, T. C., Lovallo, D., & Fox, C. R. (2011). Behavioral strategy. *Strategic Management Journal, 32*(13), 1369-1386.

Raghubir, P. (2006). An information processing review of the subjective value of money and prices. *Journal of Business Research, 59*(10), 1053-1062.

Simon, H. A. (1985). Human nature in politics: The dialogue of psychology with political science. *American Political Science Review, 79*, 293-304.

Contact information: Andreas Hinterhuber, Hinterhuber & Partners; e-mail: andreas@hinterhuber.com. Stephan Liozu, Case Western Reserve University; e-mail: sliozu@case.edu.

G.   Group & Organization Management

Call for Proposals
CONCEPTUAL ISSUE

Group & Organization Management is pleased to announce that Professors Lucy Gilson (University of Connecticut) and Caren Goldberg (George Mason University) will again serve as Editors for the 2016 *GOM* Conceptual Issue.

Accordingly, the Special Issue Editors would like to invite authors to submit proposals for the fourth *Group & Organization Management* Conceptual Issue. Articles for the Conceptual Issue are intended to be high-impact scholarly pieces based on extant developments in research literatures. This Conceptual Issue will consist of papers that offer more than just a summary of existing knowledge in a certain area. Beyond summarizing recent research, manuscripts should provide an integration of management literatures, offer an integrated framework, provide value added, and highlight directions for future inquiry. Papers are not expected to offer empirical data. Inter-disciplinary and/or multi-level insights on management and organizational processes are encouraged.

To be considered for the Special Conceptual Issue, **authors must first submit a proposal**. Proposals should contain 1500-1800 words (a figure and/or table can be added) and should provide sample references. References, figures, and tables do not count against the word count. All proposals will be subject to editorial review prior to requesting that they be developed into full papers. Full papers will NOT be considered at the proposal stage. Submissions will be evaluated on the following criteria:

(a) Relevance. The proposed manuscript should thoroughly review a significant and important research area within the group and organizational management field.
(b) Viability. The proposal demonstrates how the paper will be completed within the time frame below.
(c) Scope of Interest. A proposal of broad interest to scholars in diverse research areas is preferred.
(d) Organization and Coherence. The proposal follows a logical structure, reads clearly, and thoroughly represents the field of knowledge.
(e) Conceptual Value Added. The proposal offers insights that go beyond a thorough summary of current literature.
(f) Agenda for Future Research. The proposal conveys relevant implications for future research. Authors must adhere to a stringent timeline. Relevant dates are as follows:

- July 13, 2015: Proposal submission due date.

- August 14, 2015: Final decision on proposal and initial feedback provided to authors.

- January 14, 2016: First draft of paper due.

- March 5, 2016: Feedback to authors on first draft.

- May 31, 2016: Revised (Final) paper submitted.

Proposals should be submitted as a single file to Lucy Gilson at lgilson@business.uconn.edu

H. Journal of Global Mobility

Expatriates In Context: Expanding Perspectives On The Expatriate Situation

Expatriate research has played an important role in international business and international human resource management research during the last few decades (Welch & Björkman, in press). This is not surprising given the key role expatriates often play in foreign subsidiaries, their high cost, and the challenges they may face in foreign cultures. However, since the early research on expatriate success, the definition of an expatriate and what it means to be successful have expanded (Collings, Scullion, & Morley, 2007; Brewster et al., 2014). While prior research has greatly increased our understanding of the determinants of expatriate success, the literature is criticized for being largely expatriate-centric, particularly focused on corporate expatriates, and with a somewhat singular focus on increasing expatriate cross-cultural adjustment (Takeuchi, 2010; Welch & Björkman; in press). This is problematic because the background, motivation, and experiences of the different types of expatriates, e.g. corporate versus self-initiated expatriates, may vary substantially (Froese & Peltokorpi, 2013). Accordingly, organizations need to concern themselves beyond simply the adjustment of their expatriates, and look at whether the objectives of expatriation have been met – both long and short term, and the impact it has had, and may continue to have, on multiple stakeholders (Reiche, Lazarova, & Shaffer, 2014).

With this comes a greater imperative to broaden our research perspectives. These perspectives should account for a greater range of expatriate types and the increasing presence of women expatriates and expatriates from emerging economies (Brookfield Global Relocation Trends, 2014; Collings et al., 2007; Mayrhofer & Scullion, 2002). When defining expatriate success, our perspectives should also involve a longer time frame (including repatriation, career outcomes, and sustainability), and a wider range of stakeholders directly or indirectly implicated by the expatriation process (Oddou, Osland, Blakeney, 2009; O'Sullivan, 2013). Cross-cultural contact impacts and requires adaptation of all parties involved – not simply the expatriate (Berry, 1997; Caprar, 2012). A multiple stakeholder perspective is also crucial for developing sustainable IHRM expatriation practices. We should also be interested in processes – asking what roles various stakeholders play in the expatriation process, and what effect expatriation may have on these stakeholders. We suggest that stakeholders could include, but are not limited to: the multinational HQ and its subsidiaries, host country nationals (HCNs) within and outside of the workplace, other expatriates in the host unit or in other subsidiaries, spouse/partner, family members, and host communities and nations.

This special issue seeks papers that can change the conversations we will have about expatriation, expand our theoretical horizons, while identifying clear practical and actionable prescriptions for expatriates and the stakeholders. We encourage papers that think outside the proverbial expatriate adjustment box and papers that situate the expatriate in the appropriate context along with the stakeholders implicated by the process. Original quantitative, qualitative, and mixed-methods research, meta-analytic reviews, and theory development are

all potentially suitable for inclusion in the special issue. Below is a list of exemplary topics that are consistent with the scope of the special issue:

- Networks of expatriates
- Challenges surrounding the selection, preparation and support of women expatriates
- Interaction between expatriates and HCNs of different hierarchical levels (supervisor, colleague, subordinate)
- Impact of HCNs on expatriate success
- Impact of expatriates on HCNs' attitudes and behaviors
- Sustainable relationships between expatriates and local stakeholders
- Sustainable IHRM expatriation practices
- Differences and impact of host organizations on different types of expatriates
- Interaction between family and expatriate (e.g., work-life balance, conflict, or enrichment)
- Challenges of emerging expatriate types (e.g., flexpatriates, commuters, virtual expatriates who are geographically separated from their families, expatriates from emerging economies)
- Challenges organizations face in managing alternative forms of global employees
- Impact of spouse/family, co-worker, mentor, organizational support
- The roles of HQs and subsidiaries in the expatriation process
- Stakeholders in the repatriation process and career development of expatriates
- Interaction between the repatriate and the work unit
- Expatriate-specific HR practices in the host unit
- Organizational culture in the subsidiary and/or local organization
- Experiences of expatriates in various host country environments

Submission Process and Timeline

To be considered for the special issue, manuscripts **must be submitted no later than 15th November 2015, 5:00pm Eastern Standard Time**. Papers may be submitted prior to this deadline as well. We welcome quantitative, qualitative (including case studies) and conceptual papers that provide unique insights into expatriates in context. Findings and/or conceptualizations should have theoretical and policy implications, and seek to inform management practice. The editors of the Special Issue will be pleased to discuss initial ideas for papers via email.

Submitted papers must be based on original material not under consideration by any other journal or publishing outlet. The editors will select up to 5 papers to be included in the special issue, but other submissions may be considered for other issues of the journal. All papers will be subject to a double-blind peer review in accordance with the journal guidelines and will be evaluated by at least two reviewers and a special issue editor. The final acceptance is dependent on the review team's judgments of the paper's contribution on four key dimensions:

1. Theoretical contribution: Does the article offer novel and innovative insights or meaningfully extend existing theory in the field of global mobility?

2. Empirical contribution: Does the article offer novel findings and are the research design, data analysis, and results rigorous and appropriate in testing the hypotheses or research questions?
3. Practical contribution: Does the article contribute to the improved management of global mobility?
4. Contribution to the special issue topic.

Authors should prepare their manuscripts for blind review according to the Journal of Global Mobility author guidelines, available at www.emeraldinsight.com/jgm.htm. **Please remove any information that may potentially reveal the identity of the authors to the reviewers**.

Manuscripts should be submitted electronically at: http://mc.manuscriptcentral.com/jgmob. Authors should select the special issue title Expatriates in Context from the drop down menu.

For enquiries regarding the special issue please contact either of the two Guest Editors, Fabian Froese at ffroese@uni-goettingen.de or Soo Min Toh at soomin.toh@utoronto.ca

References

Berry, J. (1997). Immigration, acculturation, and adaptation. *Applied Psychology: An International Review*, 46, 1, 5–34.

Brewster, C., Bonache, J., Cerdin, J.-L., & Suutari, V. (2014). Exploring expatriate outcomes. *International Journal of Human Resource Management*. 25, 1921-1937.

Caprar, D.V. (2011). Foreign locals: A cautionary tale on the culture of MNC local employees. *Journal of International Business Studies* 42, 608-628.

Collings, D.G., Scullion, H., & Morley, M.J. (2007). Changing patterns of global staffing in the multinational enterprise: Challenges to the conventional expatriate assignment and emerging alternatives. *Journal of World Business*, 42, 198 – 213.

Froese, F.J., & Peltokorpi, V. (2013). Organizational expatriates and self-initiated expatriates: Differences in cross-cultural adjustment and job satisfaction. *International Journal of Human Resource Management*, 24, 1953-1967.

Mayrhofer, W. & Scullion, H. (2002). Female expatriates in international business: empirical evidence from the German clothing industry. *International Journal of Human Resource Management*, 13, 815-836.

Oddou, G., Osland, J. S., & Blakeney, R. N. (2009). Repatriating knowledge: Variables influencing the "transfer" process. *Journal of International Business Studies*, 40, 181-199.

O'Sullivan, S. L. (2013). The empowering potential of social media for key stakeholders in the repatriation process. *Journal of Global Mobility,* 1, 264-286.

Reiche, S., Lazarova, M., & Shaffer, M. (2014). Me, myself and I: From individual-centered to multiple stakeholder perspectives in expatriate research. Panel presented at the Academy of International Business Annual Meeting.

Takeuchi, R. (2010). A critical review of expatriate adjustment research: Progress, emerging trends, and prospects. *Journal of Management*, 36, 1040-1064.

Welch, D., Björkman, I. (in press). The place of international human resource management in international business. *Management International Review*, DOI 10.1007/s11575-014-0226-3.

I.   Journal of Global Mobility

Special Issue Call for Papers:

Alternative forms of global mobility: Fresh insights about frequent flyers, short-term, rotational and virtual assignments, international business commuters

Guest Editors: Maike Andresen, Michael Dickmann, Arno Haslberger

In response to challenges such as high costs of long-term expatriate assignments, family dual-career couple related issues when relocating abroad and high turnover rates upon repatriation, companies are continuing to seek alternatives to traditional corporate expatriates (CARTUS, 2014; Demel & Mayrhofer, 2010). Included in this portfolio of global employees are frequent flyers (international business travellers, IBTs), global virtual teams, short-term assignees, international business commuters (IBCs) and international rotational assignees (IRAs) among others (Baruch, Dickmann, Altman, & Bournois, 2013; Brookfield Global Relocation Services, 2014; Collings, Scullion, & Morley, 2007; Starr, 2009; Welch, Welch, & Worm, 2007). While these alternative forms of global work show several benefits compared to long-term international assignments (e. g. relocation cost savings), frequent work-related travels have already been connected to negative outcomes such as individual stress, burnout and family problems (e.g. Copeland, 2009;Westman, Etzion, & Gattenio, 2008). High expatriate stress has been linked to less job satisfaction, high withdrawal behavior and high turnover intention (Bhanugopan & Fish, 2006; Podsakoff, LePine, & LePine, 2007; Silbiger & Pines, 2014). Consequently, the question remains whether the benefits for companies from seeking alternatives to long-term expatriate assignments actually outweigh their costs. Further, it is not yet clear, to what extent individual (e.g. personality traits) as well as organizational (e.g. company support) factors impact the relationship between alternative forms of global work and individual as well as organizational outcome variables. Future research needs to identify employee profiles (e.g. personality traits, motives and family situation) that fit to the specific demands of the different forms of global work ("person-job-fit"; cf. Lauver & Kristof-Brown, 2001). For example, adventurousness might be a personality trait especially important for individuals who work as IBT (Konopaske, Robie, & Ivancevich, 2009). At the same time, studies indicate that frequent business trips can cause severe problems for the employee (e.g. health) as well as his or her family life (cf. Collings et al., 2007). To conclude, further research is necessary to close these crucial research gaps. Companies could highly profit from the results of these studies, e.g. concerning the composition of their portfolio of global employees or the selection of expatriate candidates for specific forms of global work (e.g. employees who are highly stress-resistant could be selected for IBT positions).

Most extant research on alternative types of global employees has targeted the subgroup of frequent flyers / IBTs and associated challenges such as employee stress or burnout and career success (e.g. Demel & Mayerhofer, 2010; Westman et al., 2008). Other studies focused on short-term assignments and related family or repatriation problems (Copeland, 2009; Starr, 2009; Starr & Currie, 2009). Several authors focused on the utilization and effectiveness of virtual assignments in organizations (e.g. Welch, Worm, & Fenwick, 2003). In times of rapid technological developments this kind of global work, which allows companies to use the best talent worldwide, is becoming increasingly important (cf. Collings et al., 2007). By contrast, comparably few studies deal with commuter and especially rotational assignments (e.g. Mayrhofer & Scullion, 2002). While some scholars assume that commuter assignments can negatively impact employee health and personal relationships (Dowling & Welch, 2004), others state that commuter assignments allow for a greater degree of work-life balance than IBTs (Meyskens, von Glinow, Werther, & Clarke, 2009). Hence, further studies are necessary to deepen the knowledge about the challenges (e.g. concerning employee work-life balance) unique to commuter and especially rotational assignees (e.g. in contrast to IBTs or short-term assignees).

Rotational assignments are an inherent feature of many jobs in different industries: hospitality or tourism industry (e.g. pilots, flight attendants or skippers for cruise ships), logistics (e.g. merchant navy, truck drivers or train drivers), international sports management (e.g. athletes) and art (e.g. musicians, actors or circus artists). Further occupational groups concerned are journalists or foreign correspondents, military personnel, international volunteers (development workers, "Doctors Without Borders/Médecins Sans Frontières"), church officials or fashion models. However, research on the characteristics of these specific groups of rotational assignees remains limited (e.g. Aalton et al., 2014; Hudson & Inkson, 2006; McElroy, Rodriguez, Griffin, Morrow, & Wilson, 1993; Thibault, 2009).

To better understand the challenges and consequences of this growing diverse portfolio of global employees, this special issue intends to provide a platform to draw together scholarly research that contributes to our knowledge about (1) the challenges unique to alternative (short-term) forms of global mobility, focusing especially on less well researched forms such as commuter or rotational assignments and virtual assignments, (2) the impact of the different kinds of global work on individuals and organisations, and (3) individual and organisational factors influencing the relationship between these alternative forms of global work and individual as well as organizational outcome variables. Original empirical (qualitative and quantitative) research, theory development, meta-analytic reviews, and critical literature reviews are all suitable for potential inclusion in the special issue. Below is an illustrative list of topics that are consistent with the scope of this special issue, but other topics may be appropriate as well:

· *How common are alternative forms of global work (e.g. virtual assignments, commuter and rotational assignments) in organisations today? To what extent do organisations' benefits from alternative forms of global work outweigh the costs (e.g. turnover)?*

· *What is the impact of these alternative forms of global work on organizational outcomes and on employee performance?*

· *What challenges do organizations face in managing alternative forms of global employees?*

· *Which challenges (e.g. employee health and stress) do rotational assignees in different industries or occupational groups face?*

· *Which employee profiles (e.g. concerning personality traits and family situation) fit to different forms of global work (e.g. IBTs)?*

· *Which competencies and abilities (e.g. intercultural competencies, "global mindset") do IBTs, members of global virtual teams, short-term assignees, international business commuters and/or international rotational assignees need?*

· *What is the impact of these alternative forms of global work on employee health (e. g. stress, burnout) or employee work attitudes (e.g. job satisfaction, organisational commitment or turnover intention)?*

· *To what extent do personality traits, competencies/abilities, organisational support (e.g. training), etc. impact on the relationship between alternative forms of global work (e.g. commuter assignments) and   employee health (e.g. stress, burnout), employee work attitudes (e.g. job satisfaction, organisational commitment or turnover intention)?*

· *How can the above phenomena inform global career theory and organizational policies and practices?*

Submission Process and Timeline

To be considered for the special issue, manuscripts must be submitted no later than **15.09.2015**. Submitted papers will undergo a double-blind review process and will be evaluated by at least two reviewers and a special issue editor. The final acceptance is dependent on the review team's judgments of the paper's contribution on four key dimensions:

(1)   *Theoretical contribution*: Does the article offer novel and innovative insights or meaningfully extend existing theory in the field of global mobility?

(2)   *Empirical contribution*: Does the article offer novel findings and are the research design and data analysis rigorous and appropriate in testing the hypotheses or research questions?

(3)   *Practical contribution*: Does the article contribute to the improved management of global mobility?

(4)   *Contribution to the special issue topic*.

Authors should prepare their manuscripts for blind review according to the Journal of Global Mobility author guidelines, available at www.emeraldinsight.com/jgm.htm. Please remove any

information that may potentially reveal the identity of the authors to the reviewers. Manuscripts should be submitted electronically at: http://mc.manuscriptcentral.com/jgmob

For enquiries regarding the special issue please contact Maike Andresen (Maike.Andresen@uni-bamberg.de).

References

Aalto, A.-M., Heponiemi, T., Väänänen, A., Bergbom, B., Sinervo, T., & Elovainio, M. (2014). Is working in culturally diverse working environment associated with physicians' work-related well-being? A cross-sectional survey study among Finnish physicians. *Health Policy*, *117*(2), 187–194.

Baruch, Y., Dickmann, M., Altman, Y.and Bournois, F. (2013). Exploring International Work: Types and Dimensions of Global Careers. *The International Journal of Human Resource Management, Special Issue on International HRM. Vol 24(12):* 2369-2393

Bhanugopan, R., & Fish, A. (2006). An empirical investigation of job burnout among expatriates. *Personnel Review*, 35(4), 449-468

Brookfield Global Relocation Services (2014). *Global mobility trends survey report*. Woodridge, IL. URL: http://www.brookfieldgrs.com/wp/wp-content/uploads/toolbox.v.2/GMTS_2014-GMTS.pdf

CARTUS (2014). *Global mobility policy and practices. Survey executive summary report*. URL: http://guidance.cartusrelocation.com/rs/cartus/images/2014_Global_Mobility_Policy_Practices_Survey_Exec_Summary.pdf

Collings, D., Scullion, H., & Morley, M. (2007). Changing patterns of global staffing in the multinational enterprise: Challenges to the conventional expatriate assignment and emerging alternatives. *Journal of World Business*, *42*(2), 198-213. doi:10.1016/j.jwb.2007.02.005

Copeland, A. (2009). *Voices from home: The personal and family side of international short-term assignments*. Brookline, MA: The Interchange Institute.

Demel, B., & Mayrhofer, W. (2010). Frequent business travelers across Europe: Career aspirations and implications. *Thunderbird International Business Review*, *52*(4), 301-311.

Dowling, P., & Welch, D. (2004). *International human resource management: Managing people in a global context* (4th ed.). London: Thomson Learning.

Hudson, S., & Inkson, K. (2006). Volunteer overseas development workers: the hero's adventure and personal transformation. *Career Development International*, *11*(4), 304–320.

Konopaske, R., Robie, C., & Ivancevich, J. M. (2009). Managerial willingness to assume traveling, short-term and long-term global assignments. *Management International Review*, *49*(3), 359-387. doi:10.1007/s11575-009-0147-8

Lauver, K. J., & Kristof-Brown, A. (2001). Distinguishing between employees' perceptions of person–job and person–organization fit. *Journal of Vocational Behavior*, *59*(3), 454–470. doi:10.1006/jvbe.2001.1807

Mayrhofer, W., & Scullion, H. (2002). Female expatriates in international business: Empirical evidence from the German clothing industry. *The International Journal of Human Resource Management*, 13, 815-836.

McElroy, J. C., Rodriguez, J. M., Griffin, G. C., Morrow, P. C., & Wilson, M. G. (1993). Career stage, time spent on the road, and truckload driver attitudes. *Transportation Journal (American Society of Transportation & Logistics Inc)*, *33*(1), 5-14.

Meyskens, M., Von Glinow, M. A., Werther, W. B., & Clarke, L. (2009). The paradox of international talent: alternative forms of international assignments. *The International Journal of Human Resource Management*, *20*(6), 1439–1450. doi:10.1080/09585190902909988

Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2007). Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. *Journal of Applied Psychology, 92*(2), 438.

Ragin, C. (1987). *The comparative method: Moving beyond qualitative and quantitative strategies*. Berkley, CA: University of California Press.

Silbiger, A., & Pines, A.M. (2014). Expatriate stress and burnout. *The International Journal of Human Resource Management*, 25(8), 1170-1183, doi:10.1080/09585192.2013.824911

Starr, T. L. (2009). Repatriation and short-term assignments: an exploration into expectations, change and dilemmas. *The International Journal of Human Resource Management*, *20*(2), 286-300. doi:10.1080/09585190802670557

Starr, T. L., & Currie, G. (2009). 'Out of sight but still in the picture': short-term international assignments and the influential role of family. *The International Journal of Human Resource Management*, *20*(6), 1421-1438. doi:10.1080/09585190902909921

Thibault, L. (2009). Globalization of Sport: An Inconvenient Truth. *Journal of Sport Management*, *23*(1), 1-20.

Welch, D., Worm, V., & Fenwick, M. (2003). Are virtual international assignments feasible? In K. Macharzina (Hrsg.), *mir: Management International Review* (vol. 1, p. 95-114). Wiesbaden: Gabler Verlag.

Welch, D. E., Welch, L. S., & Worm, V. (2007). The international business traveller: a neglected but strategic human resource. *The International Journal of Human Resource Management*, *18*(2), 173-183. doi:10.1080/09585190601102299

Westman, M., Etzion, D., & Gattenio, E. (2008). International business travels and the work-family interface: A longitudinal study. *Journal of Occupational & Organizational Psychology*, *81*(3), 459-480.

J. 8th ANNUAL PEOPLE AND ORGANIZATIONS CONFERENCE

Call for Abstracts:
8th ANNUAL PEOPLE AND ORGANIZATIONS CONFERENCE
October 16th and 17th , 2015
The Wharton School, Philadelphia, Pennsylvania

Submission Deadline: June 30, 2015

OVERVIEW:
The purpose of the "People and Organizations" Conference is to bring attention to macro-level research on topics associated with work and employment. We aim to continue to build and support the community of scholars from economics, industrial relations, organization theory, political science, sociology and strategy who share common interests and seek a forum for interdisciplinary exchange.

Representative papers from past years have included studies explaining workplace practices, examining organization-level outcomes associated with practices or studying the effects of workplace practices on individuals. Human and social capital issues related to business strategy and performance have also become a common theme.

Among topics of particular interest are:
- New developments in work and employment relationships
- The effects of organizational employment practices on firm performance and worker outcomes
- The structure and determinants of careers in and across modern workplaces
- Causes and effects of worker mobility
- New insights on inequality in the workplace

In addition to a plenary program, we plan to continue our practice of roundtable sessions for specialized topics or work in progress.

SUBMISSION INSTRUCTIONS:
If you are interested in participating in the conference, please send an email to Nancy Permsap at the Wharton Center for Human Resources - nancy57@wharton.upenn.edu. Attach an abstract (800 words or less) as a Word document. Please DO NOT include names or affiliations in this word document as we will evaluate abstracts anonymously. Instead, please include the cover page information for your paper (paper title and the names, affiliations and email addresses of all co-authors) in the body of the email.

Submissions from all fields and disciplines are welcome. We are particularly seeking studies that have not yet been published nor accepted for publication. We are less interested in studies that have no empirical results, however, unless they are explicitly theoretical. We have a special interest in studies that relate to new developments in issues around work and employment.

ATTENDANCE:

If you would like to attend the conference and not present a paper, please let us know by June 30th as well. Spaces are limited, especially for overnight accommodations, but we will do our best within logistics constraints. In the interests of maximizing participation within our limited budget, we hope that participants can handle their own travel expenses.

QUESTIONS:

Feel free to contact any of the members of the organizing committee with questions.

CONFERENCE ORGANIZING COMMITTEE:

Matthew Bidwell, The Wharton School (MBidwell@wharton.upenn.edu)
Diane Burton, Cornell University (Burton@cornell.edu)
Peter Cappelli, The Wharton School (Cappelli@wharton.upenn.edu)
Gina Dokko, University of California, Davis (gdokko@ucdavis.edu)
Peter Sherer, University of Calgary (Peter.Sherer@haskayne.ucalgary.ca)