



**Critical Management  
Studies Division**

Academy of Management

## **QUARTERLY NEWSLETTER**

### **OCTOBER 2018**

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# Message from the New Division Chair

## CMS in the Shadow of Trump Tower

Mark Learmonth, Durham University, UK

It is both a delight and an honour to be the CMS Division Chair for 2018/19. I am determined to use my year as Chair to make a positive difference for members of our division.

Our year started well with a particularly memorable AOM conference in Chicago. The Atlanta conference in 2017 had been both marred and invigorated by the challenge of Donald Trump and the response to his racist measures that were called for from the AOM. It was marred because attendance was down significantly, especially (and hardly surprisingly) in the CMS Division. But it was also invigorated because as a Division we were able to take a prominent stance against Trump's Executive order – a stance that in many senses led the way for the rest of the Academy to follow. In Chicago this year, numbers of conference attendees were at record levels across the whole academy – including CMS. At the same time, however, we had not forgotten the challenges represented by Trump and by populism more broadly. The issues we continue

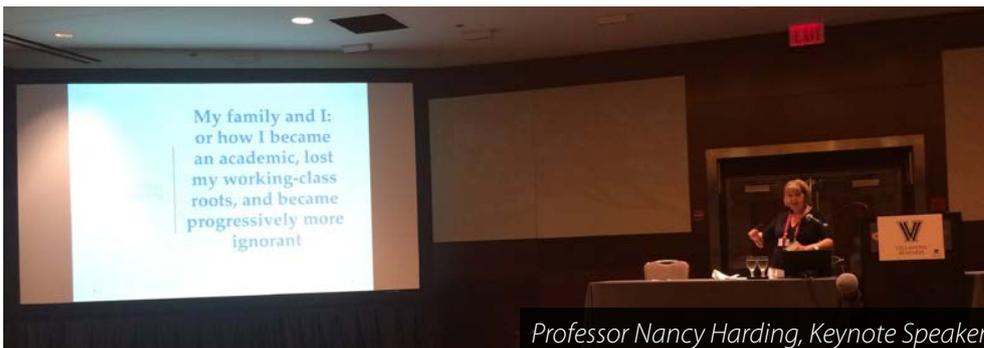
to face were reflected, explicitly and implicitly, in the content of many of the PDWs and papers in the main program. Indeed, Chicago's Trump Tower – which stands close to the main conference hotels – represented a potent reminder of some of the wider societal challenges we need to continue to address as a CMS Division.

Our keynote speaker, Professor Nancy Harding, also directly addressed these challenges. She spoke eloquently and movingly of her own family, and about her experiences of growing up in a mining community in South Wales. Many of her brothers and sisters and other close family continue to live in the area, some working in minimum-wage jobs. The insights she gained from her background – an unusual one for a management school professor – suggest new understandings of how we might resist the sorts of values that Trump in the USA and Brexit in the UK have crystallized. She also illustrated the dangers of pigeon-holing individuals and their beliefs. People's attitudes are much more



complex and multi-faceted – even when they come from areas where voting patterns suggest strong support for Trump or Brexit – than some might imagine. The talk ended with Nancy inviting two colleagues to join her to give their own perspectives on these issues. The inclusivity of this pre-planned move was entirely in line with the mood of her talk. It was altogether unsurprising therefore that she received a spontaneous standing ovation at the end of the address; unsurprising, even though I personally cannot recall another conference where the keynote speaker received such an enthusiastic response.

Among the challenges facing us now as a Division is to find ways of providing more support to CMS scholars outside the AOM conference itself. It is clear that many of those who most need support – such as doctoral students and early ca-



*Professor Nancy Harding, Keynote Speaker*



*Professor Nancy Harding, Keynote Speaker*



*Dr Ajnesh Prasad and Professor Banu Özkazanç-Pan, Invited by Professor Nancy Harding*

reer researchers in schools where CMS is marginal or even treated with active hostility – are not being granted funding to attend the AOM conference. So we need to look at the ways in which we currently spend our finances (most of which currently go on social events at the conference). It would be good to find the wherewithal to offer people whose employers won't pay for them to attend at least some opportunities to come to future AOM conferences. Beyond the conference, this coming year also presents us with new opportunities. These include a new technology platform that will allow members to connect with each other and engage in debates and discussions that currently take place at conferences or via emails – Connect@AOM – which will be adopted in the coming months. I see this development as a real opportunity to provide all our members, but especially doctoral students and early career researchers, with the kinds of encouragement and intellectual stimulation that we can all benefit from.

In sum, the year ahead represents challenges, but with these challenges comes new opportunities to (re)define ourselves as CMS members, to enact our values as a community of critical scholars, and to continue our engagement with the critical issues of our time. I will be delighted to hear from members and prospective members their feedback on what we do as a Division and their ideas for further change and development.



# Thinking of leadership? The future of CMS is up to you!

**Banu Özkazanç-Pan**, Past Division Co-Chair, University of Massachusetts at Boston, USA

**Paul Donnelly**, Past Division Co-Chair, Dublin Institute of Technology, Ireland

In April/May of next year, we will be holding the Division's annual elections, at which point we will be electing an individual or a team (of two) to the Division's five-year leadership rotation (PDW Chair, Main Program Chair, Chair-Elect, Chair and Past Chair).

Perhaps you have thought about self-nominating to run for the role, or you've been thinking of nominating someone, but you're not quite sure what the five-year commitment entails. So, we thought it would be helpful to sketch out for you what is involved as you progress from year to year through the rotation in serving our community.

In the first year, you serve as Professional **Development Workshop (PDW) Program Chair**. This means you will be: developing the call for proposals; promoting the call as widely as possible to generate interest; responding to queries from members regarding the call; overseeing the review and selection of submitted proposals for the program; communicating decisions to those who submitted proposals; deciding on co-sponsorships of PDWs accepted by other divisions; scheduling accepted proposals to allocated time slots; proofreading PDW entries in the meeting program; contributing articles to the newsletter; organising and hosting the PDW and Welcome Social at the annual meeting; attending the AOM meeting for incoming main program chairs; and participating in the executive and business meetings. AOM HQ will provide you with timelines and support throughout, and you

will be able to count on the experience of the Division executive.

The second year sees you progress to **Program Chair**, where you have responsibility for the scholarly program. Amongst other things, this role involves: developing the call for papers and symposia; promoting the call as widely as possible; recruiting reviewers; responding to queries from members regarding the call; overseeing the review and selection of submitted papers and symposia for the program; communicating decisions to those who submitted papers and symposia; liaising with other division main program chairs on symposia co-sponsorships; grouping accepted papers into themed sessions; selecting the various best paper awardees and liaising with awardees and award sponsors; nominating Division papers and symposia for Academy awards; scheduling themed paper sessions and accepted symposia to allocated time slots; proofreading entries in the meeting program; scheduling meetings and socials; contributing articles to the newsletter; organising and hosting the Main Social at the annual meeting; attending the AOM meeting for outgoing main program chairs; participating in the executive and business meetings; and providing general support to the PDW Chair. AOM HQ will provide you with timelines and support throughout, and you will be able to count on the experience of the Division executive.

By the third year, you will move into the **Chair-Elect** role. Here, your responsibility is to: select the keynote speaker and organise



Professor Banu Özkazanç-Pan



Professor Paul Donnelly

the keynote plenary session; organise the best doctoral dissertation/thesis competition; contribute articles to the newsletter; serve on the nominations and elections sub-committee; organise the annual informal get together between the executive and past division chairs at the annual meeting; participate in the executive committee meeting; organise and chair the business meeting; attend the AOM meeting for in-

coming division chairs; represent the Division at the Board of Governors meeting with Division leaders; liaise with the Treasurer regarding award sponsorships; and provide general support to the Program Chair.

In your fourth year, you serve as **Chair**, where your responsibilities are to facilitate and support the work of all members of the executive. Amongst many other things, you will: organise and chair the executive meeting; participate in the business meeting; represent the Division at the Board of Governors meeting with Division leaders; attend the AOM meeting for outgoing division chairs; serve on the nominations and elections sub-committee; liaise with AOM HQ as and when necessary; and contribute articles to the newsletter. Every five years, the Chair leads the Division's Academy-mandated quinquennial review (next review will be 2022/23); in the intervening years, the Chair works with the executive to realise the aspirations set out in the most recent quinquennial review.

In your final year, as **Past Chair**, your role largely shifts to one of support, advice and knowledge sharing, thanks to the institutional memory you will have acquired. You will also chair the nominations and elections sub-committee, organise and chair the doc-

toral student and early career scholar consortia, contribute articles to the newsletter, participate in the executive meeting, and represent the Division at the Board of Governors meeting with Division leaders.

Of course, issues can surface during your rotation that are outside the routine we have described above, as happened for us with the Trump travel ban when we were Chairs-Elect. In such circumstances, you work collectively with your executive colleagues, along with the wider community as necessary, to figure out how best to engage with such issues when they arise.

As you will have gathered, joining the Division leadership means committing to attending all five Academy of Management annual meetings over the course of your rotation. Indeed, it would also be helpful to attend the annual meeting the year you are elected to meet members of the executive in person and attend the AOM meeting for incoming PDW chairs.

As a Division, we are open to people serving in the rotation on an individual or shared (i.e., two people sharing the role as a team) basis. From our experience, we can say that sharing the rotation with someone you know and get on with helps with the workload and makes for a more enjoyable

executive cycle rotation.

Indeed, if our experience is anything to go by, you will find serving our community to be both challenging and rewarding. You will engage with, and enjoy the camaraderie of, a committed bunch of fellow executive members. You will come to know more members of our community. And through volunteering your time and energy, you will be contributing to the sustainability of our community and the work we do.

If, having read this far, you would be interested in joining the leadership of the Division, then we want to hear from you — email us both at [banu.ozkazanc-pan@umb.edu](mailto:banu.ozkazanc-pan@umb.edu) and [paul.donnely@dit.ie](mailto:paul.donnely@dit.ie).

# Are you a doctoral student or an early career scholar?

**Banu Özkazanç-Pan**, Past Division Co-Chair, University of Massachusetts at Boston, USA  
**Paul Donnelly**, Past Division Co-Chair, Dublin Institute of Technology, Ireland

**A**re you a doctoral student or an early career scholar? If so, are you interested in working with other doctoral students or early career scholars to inform and shape how the Division can better meet your needs? If your answer is “yes” to both questions, then we want to hear from you!

We are looking for doctoral students and early career scholars who are willing to volunteer their time and energy as members of separate standing committees (one for doctoral students and one for early career scholars) to, amongst other things, propose,

organize and coordinate activities aimed at bringing new doctoral students and early career scholars to our community and opening participation spaces for existing doctoral student and early career scholar members.

Without wishing to pre-empt the work that will be the focus of the standing committees, overhauling the doctoral student and early career consortia, which are currently centered around the Academy’s annual meeting, with nothing happening outside of the meeting, would seem a good place to start. Additionally, engaging with the

new Connect@AOM as a platform will also be quite valuable to explore as a resource for doctoral students and early career scholars.

In establishing these standing committees, we are directly addressing aspirations we have set for ourselves, as part of the Division’s recent quinquennial review, to ensure doctoral student and early career scholar voices are heard, and needs are met, within the Division.

If you would like to be involved, please email both of us at [banu.ozkazanc-pan@umb.edu](mailto:banu.ozkazanc-pan@umb.edu) and [paul.donnelly@dit.ie](mailto:paul.donnelly@dit.ie). We’re looking forward to hearing from you!

## THANK YOU

**The CMS Community would like to thank outgoing Executive members for their immense service as members of the CMS Executive and Community.**

**Thank you for all your work, feedback, and guidance**

<b>Past Chair</b>	<b>Nimruji Jammulamadaka</b>
Representative at Large (Newsletter)	Nadia deGama
Representative at Large (Social media)	Patrizia Hoyer



## Reflections on the Division's PDW Program and Doctoral and Early Career Consortium

**Marcos Barros**, PDW Co-Chair, Grenoble Ecole de Management, France

**Patrizia Zanoni**, PDW Co-Chair, Utrecht University, Faculty of Law, Economics and Governance, The Netherlands

**T**he CMS Division was happy to host an outstanding set of Professional Development Workshops (PDW) events this year at the Academy of Management Meeting in Chicago. Many took inspiration from various traditions of critical scholarship to address the central meeting theme of "Improving Lives".

The number of applications for PDWs was again up for the 2018 meeting, which reinforces the interest of our scholars on the potential of this format to debate and promote new and established ideas and approaches. The high participation of our members, as well as the presence of participants from other divisions, which sometimes required extra seats, confirm our belief that PDWs provide particularly important fora for scholarly interaction.

Most of our PDWs were co-sponsored by other divisions, particularly by the GDO (Gender and Diversity in Organizations), SIM (Social Issues in Management), and OMT (Organization and Management Theory) divisions, with whom we have a long-standing tradition of collaboration. We also had the opportunity ourselves to co-sponsor events by other divisions in line with our division values and goals. Taken together, these partnerships foster synergies and enhance the visibility of the CMS division within the Academy of Management as a whole.

Continuing the tradition of welcoming a new and emerging group of scholars in the Doctoral and Early Career Consortium, this year, we explored the importance of

developing a community as a foundation to develop better academic careers, strengthen collaborations, and increase your scientific and social impact. Laurence Romani and Ozan Alakavuklar gifted the participants with their own experiences of becoming members of and fostering themselves meaningful communities. The doctoral students and early career colleagues who joined us also benefited from the presence of more experienced members of our division who shared their experiences. The Consortium remains an important moment for our members to start the meeting on a high note.

Finally, we had the opportunity to close the PDW sessions with the PDW social, one of the moments of more relaxed togetherness in the program of the CMS division. As indicated by the number of people who showed up, this social event remains a popular spot where colleagues from CMS and other divisions come together over a drink and snacks to connect with each other and share ideas, which is what makes our division stronger.

We would like to thank all of our CMS colleagues who actively participated in the PDWs and the Doctoral and Early Career Consortium, through their submissions and participation. They made our job much easier by flawlessly self-organizing their sessions. We also would like to thank our colleagues of the CMS executive who helped us navigate the experience of organizing and coordinating the PDW program.



*Professor Marcos Barros PDW Co-Chair*



*Professor Patrizia Zanoni PDW Co-Chair*

Overall the feedback we received over the meeting was extremely positive. As usual, we look forward to see the new proposals for next year's AOM Meeting in Boston with the important theme "Understanding the Inclusive Organization". We encourage doctoral students, early career scholars, and other colleagues to submit their proposals and enroll in the events to strengthen even more our voice and impact.

See you next year in Boston!

# Review of the CMS Scholarly Program

**Stephen Cummings**, Division Co-chair Elect, University of Wellington, New Zealand

**Ajnes Prasad**, Division Co-chair Elect, Royal Roads University, Canada

**2**018 saw a resurgence in the number of submissions to our scholarly program. We had a total of 127 paper submissions and 11 symposia submissions. AOM allocated our division 18 sessions in the scholarly program and we made the decision to allow five papers in each session. And, as is the tradition in our division, we also show-cased three 'dark side' cases as part of the Dark Side Case Competition, and we thank Fernanda Sauerbronn for coordinating this competition. This enabled us to accept 75 papers (an acceptance rate of 59%) and 4 symposia. This meant that presenters had less time to deliver their papers, but it also enabled us to accept more papers from a set of submissions that were of a very high standard. And, as conference funding is often linked to presenting a paper, we were able maximize the number of members who were able to join us for what was, in our opinion, a diverse and vibrant scholarly program.

We were fortunate to have 148 reviewers signed up to review CMS sub-

missions to the scholarly program. On average, each paper received 2.93 completed reviews, and almost all of the reviews were very thoughtful and constructive. While the review process yielded a healthy number of reviews, we would be remiss not to underscore the fact that the number of people who volunteered to review this year (148) was far fewer than last year (186). This, coupled with the resurgence in submissions, meant that an extra burden was placed on reviewers this year. We would like to thank each of the reviewers as the division's scholarly program could not function without you, and we hope that as many people as possible volunteer to review for the division next year, especially those who have submitted papers in the past.

Perhaps the major 'work-on' for the future: that we had a couple of sessions where session chairs were not in place to manage proceedings, which was largely caused by the transition from the paper to the electronic programming. This was a problem across many



*Professor Stephen Cummings and Dr. Ajnes Prasad, Division Co-Chairs Elect*

AOM divisions, but we will work in combination with other members of your Exec to improve this for next year.

And, with this note, we move into our new roles as the Co-Chair elects of the division. We leave the responsibilities of the CMS Scholarly Program Chairs in the most capable hands of Marcos Barros and Patrizia Zanoni. We very much look forward to seeing all of you next year in Boston.



*Dr. Paulina Segarra and Dr. Cristian Villanueva, Presenting work on Academic Life in Mexican Business Schools, Paper by Prasad, Segarra, Villanueva*

# On the Past, Present and Future of CMS:

## On the Past, Present and Future of CMS: Next Steps Following the Symposium

**Banu Özkazanç-Pan**, Past Division Co-Chair, University of Massachusetts at Boston, USA

**Paul Donnelly**, Past Division Co-Chair, Dublin Institute of Technology, Ireland

**Alexandra Bristow**, The Open University, UK

**Sarah Robinson**, The University of Glasgow, UK

**T**his year, we had an opportunity to bring together CMS scholars to discuss the past, present and future of CMS, both as a Division and as a community of scholars and scholarship. Given this year marks the 20<sup>th</sup> anniversary of the CMS Workshops and the 10<sup>th</sup> anniversary of the move from a Special Interest Group to a full Division of the Academy of Management, we thought it was an opportune time to imagine new directions and the future for our community, especially as it currently faces austerity, post-truth, anti-intellectualism, and the rise of right-wing populism. In carrying out this exercise, it was important to understand the past history and contemporary issues such that the symposium focused on those aspects of our community that have had resonance with members.

In assembling our panellists, we were keen to include some members who were both instrumental in paving the path for us to become a Division within the Academy and seminal thinkers in the field. On the other hand, we also wanted to include members who are currently shaping the field, as well as emerging scholars whose work will help define the future of the Division. In thinking about the present and future of CMS, we also

wanted to understand the views of scholars who represent a diversity of regions, institutions and theoretical and activist roots.

The above ambitious wish list left us with a fantastic line-up of 13 panellists\* of all generations, as well as a bit of a logistical nightmare on how to run the symposium! After some discussion about how best to include everyone's views, we decided to ask our panellists to send us their standout moments from CMS' past, as well as moments that characterised for them the CMS present. We also asked them to send us their thoughts about the future of CMS in terms of the challenges and possibilities that lie ahead.

The responses we received were rich, diverse, thought provoking and insightful, and from this richness and diversity a number of themes emerged, which then formed the basis of the discussion at the symposium. These themes centred around: 1) Intellectual pluralism within CMS and its limits (including the lingering divisions and persisting marginalities); 2), Belonging and identity (CMS as a home and a community in which we can belong, but also questions over what kind of identity do we want CMS to develop in the future); 3), Relevance, politics

and activism (is CMS still relevant and how can it be relevant in the future; how can we re-hone a political edge, and how can we best mobilise activism?); 4), Creating a diverse, inclusive and supportive CMS community (in the face of on-going diversity challenges); and 5), Publishing (its politics, consequences, and what we should do about it).

Recognising that not every member of our community was able to contribute during the symposium, while many others were not able to make it to Chicago, we thought it would be helpful to open up the discussion to build a more inclusive sense of our past, present and future. To do this, we invite you to [complete a short online survey](#) to share your standout moments or issues from CMS' past and present, challenges and/or possibilities you see CMS facing into the future, and practical actions we can take as a community over the next 3 years to strengthen CMS and our relevance and impact in the world.

Although we were time-limited during the symposium, which rather curtailed our ability to develop a collective plan of action during the event itself, we feel that the contributions of our panellists, together with the contributions of

members via the symposium discussion and the online survey, will allow us engage with themes and issues of relevance to our community in ways that can be revisited and accounted for, collectively and practically, in future meetings and future Academy-mandated quinquennial Division reviews.

We felt a palpable desire on the part of those present that the symposium was but the start of an on-going conversation to inform and realise our future. To this end, we are actively working on next steps to keep the momentum going towards setting a community agenda for action and activism, and we will provide updates in future issues of the CMS Division Newsletter.

Indeed, while facilitating our collective agenda setting forms the basis for our own academic activism in the near future, we hope that developing, delivering on and accounting for this agenda can become an on-going project for the CMS community as a whole.

\*We greatly appreciate the participation and contributions of all symposium panellists:

Paul Adler, U. of Southern California  
Fahreen Alamgir, Monash U.  
Nick Butler, Stockholm U.  
Marta B. Calás, U. of Massachusetts, Amherst  
Alessia Contu, U. of Massachusetts, Boston  
Gabie Durepos, Mount Saint Vincent U.  
Alexandre Faria, EBAPE/FGV  
Nancy Harding, School of Management, U. of Bath  
Jennifer Manning, Dublin Institute of Technology  
Raza Mir, William Paterson U.  
Alison Pullen, Macquarie U.  
Linda Smircich, U. of Massachusetts, Amherst  
Eda Ulus, U. of Leicester

# Congratulations to the Division Award Winners

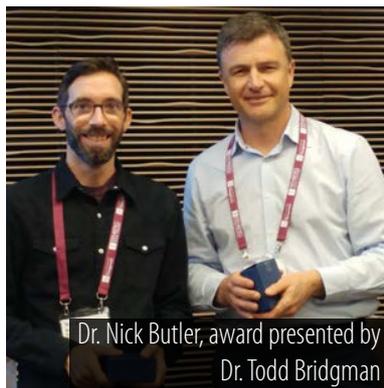
We extend our warm congratulations to the winners of this year's CMS Division awards, and we thank all of this year's contributors to our scholarly exchanges. We look forward to receiving future submissions – stay tuned for the December newsletter for details on our calls for submissions to the 2019 Meeting!



Award for Best Developmental Reviewer (Sponsored by the CMS Division)

**Stephane Jaumier**; Grenoble Ecole de Management

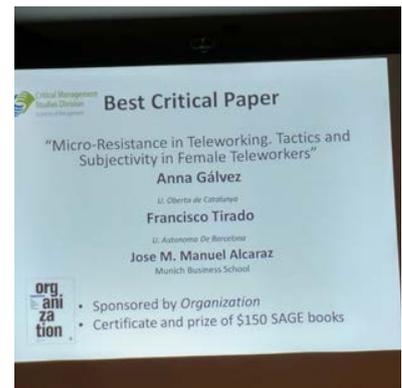
Exploring Compliance Code and the Making of Ethics Focusing on Bangladeshi Apparel Industry



Best Critical Management Learning and Education Paper (Sponsored by Management Learning)

**Nick Butler**, Stockholm U.; **Sverre Spoelstra**; Lund U.

Academics at Play: Why the 'Publication Game' is More than a Metaphor



Best Critical Paper (Sponsored by Organization)

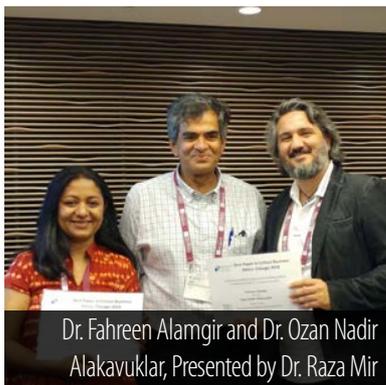
**Anna Gálvez**, U. Oberta de Catalunya; **Francisco Tirado**; U. Autònoma De Barcelona; **Jose M. Manuel Alcaraz**; Munich Business School

Micro-Resistance in Telemworking. Tactics and Subjectivity in Female Telemworkers

Best Critical Paper on International Business (Sponsored by Critical Perspectives on International Business)

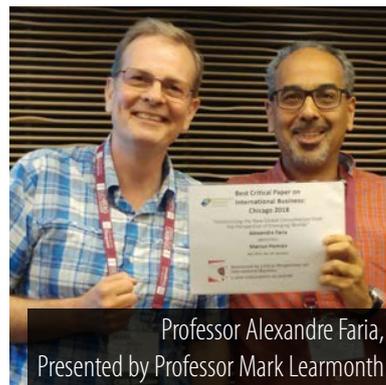
**Alexandre Faria**, EBAPE/FGV; **Marcus Hemais**, IAG-PUC Rio de Janeiro

Historicizing the New Global Consumerism from the Perspective of Emerging Worlds



Best Paper in Critical Business Ethics (Sponsored by Journal of Business Ethics)

**Fahreen Alamgir**; Monash U.; **Ozan Nadir Alakavuklar**; Massey U. Albany



# Dark Side Competition 2018

Fernanda Sauerbronn, Federal University of Rio de Janeiro, Brazil

The 2018 Dark Side case writing competition received submissions on diverse topics as whistleblowing, workspace control, work identity, toxic organizational culture and activism on the internet. Debates around those topics during the paper presentation session provided an inspirational environment that brought together AOM newcomers and CMS members. It surely kept alive the competition's commitment to foster the development of teaching cases that develop critical reflexive skills, to revisit dominant conceptual frames, mental models, values, paradigms, practices, processes, and systems. We congratulate all authors for the remarkable cases developed!

2018's winning case was "Ashley Madison Hacking and the Ethics of Hactivism" by Debapratim Purkayastha, Syeda Maseeha Qumer, and Vinod Babu Koti (ICFAI Business School, Hyderabad, India). They presented the hacking of Ashley Madison (a website promoting infidelity) by an activist that demanded to shut down the website under threat of disclosure of user information. The aftermath of the incident had an impact on customers' lives facing ruined reputations and relationships. The case deals with ethical issues in a progressively

connected society regarding the organization's mission, the hacktivism intentions, and consequences, along with Ashley Madison's questionable practices to handle the incident.

For the 2019 Dark Side Competition, our community welcomes teaching cases that provide an opportunity for students to challenge traditional managerial models and frameworks facing the increasingly controversial political context, to analyse economic inequalities, and to explore inclusive organizations in the context of neoliberal capitalism, among other topics.

## 2018 Dark Side Case Finalists:

"Taken for a ride: The silencing of whistleblowers on a Ministry of Transport fraud."  
Debbie Gee, Victoria U. of Wellington  
Todd Bridgman, Victoria U. of Wellington

"United Airlines Inc.: The Manhandling Incident"  
Vijaya Narapareddy, U. of Denver  
Syeda Maseeha Qumer, ICFAI Business School, Hyderabad  
Debapratim Purkayastha, ICFAI Business School, IFHE, Hyderabad



*Dr. Fernanda Sauerbronn, AOM CMS Co-Chair Track (2018-2023)*



*Professor Debapratim Purkayastha, Presented by Professor Mark Learmonth*

## Spotlight on Ng Kong Man Joey

### Best Doctoral Student Paper: “Insignificance of Well-being in a Chinese Context: An Anthropological Examination”

(Award Sponsored by *Organization*)

I'm a part-time PhD candidate at the University of Nottingham. As a Chinese, I'm living in my home city – Hong Kong. I'm working as a full-time Lecturer in The Open University of Hong Kong. The paper that was recognised as The Best Doctoral Student Critical Paper, is drawn from my PhD thesis, in which it examines the topic of well-being. Well-being is a contemporary term used around the globe to represent human concern in lives. Tracing back to 15 years ago, I got the first touch of this term when I was studying in Australia. I enrolled in a *Work-life Balance* course in the Master of Human Resource Management. The course required me to examine my own sense of well-being. This learning experience planted my interest in this topic.

Although I'm quite determined to study well-being in my PhD thesis, I have never thought that I would take a critical perspective. In the first year of my doctoral study, I felt a bit lost in how I was going to approach this topic. I had explored a number of methodologies, but still I could not land in a field that I felt passionate and challenging. Until I read the works of Xu (2000), Sparkes (2007), Ailon (2008) and Learmonth (2009) - they have inspired me towards the direction of Critical Management Studies (CMS). I realized the 'beauty' of CMS – constantly reflecting on the established mainstream management knowledge and practices and questioning

what has been taken-for-granted.

Since then, I have strived to demystify the notion from the critical lens. I started by examining the assumptions behind the concept of well-being and questioning if such a Western concept could be applied in a Chinese context. My thesis consists of an archaeological and anthropological examination. The first part of the analysis draws from Foucault's (1979) *Archaeology of Knowledge* to examine the discursive (trans)formation of well-being. The second part of the analysis is an ethnography which focuses on a Chinese perspective regarding their everydayness of life. I believe that as a researcher, I have the obligations of critiquing existing management assumptions and lifting up the voice of the marginalized. That is how and why I finally chose CMS as the 'home' for my research.

Although being a CMS researcher is exciting and meaningful, I also feel disconnected with other academics at work. It is quite difficult to find a CMS community in the business schools of Hong Kong. However, my enthusiasm sustains due to the continuous support of my PhD supervisors, Dr Qi Xu, Dr Craig Shepherd and Dr Lorna Treanor. Foremost, I would like to express my sincere gratitude to them. I feel thankful for their patience, encouragement, immense knowledge and insightful comments. They consistently allowed my own interests and



Ng Kong Man Joey, Best Doctoral Student Paper-Presented by Dr. Ajnesh Prasad and Professor Stephen Cummings

aspiration to flourish, but at the same time steered me in a right direction to make sure that my thesis is of appropriate standard and quality. My thesis would not have been possible without their passionate guidance, participation and enlightenment. I am gratefully indebted to them for their invaluable inputs and care. Thanks God for sending them – the angels to my PhD life. Their presence definitely gives me a strong sense of *xing fu* (living well).

The award gives me a huge motivation to pursue my career in the CMS field. Special thanks are due to Professor Mark Learmonth, Professor Stephen Cummings, Dr Michelle Greenwood, Dr Ajnesh Prasad, Dr Eda Ulus and my reviewers for their constructive feedback. They offered me encouragement and insights in polishing my paper, as well as ex-

tending my future research. I plan to extend my research to other contemporary management notions and practices such as sustainability, leadership, flexibility, and work-life balance.

The experience of attending the annual meeting of the Academy of Management (CMS Division) was fascinating. I was able to participate in the Professional Development Workshops, symposiums, CMS Plenary and presentations. Most importantly, I enjoyed engaging in a lot of intellectually stimulating discussions and interesting conversations with the likeminded scholars and researchers. Thanks to the executive committee of the CMS Division – your warm welcome and rapport remind me that I'm not alone. I'm delighted to be part of the group and would be very willing to contribute to the CMS community as much as I have received. Let's keep in touch! I look forward to meeting all of you again in the near future.

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### **Best Doctoral Student Paper, Abstract, by Ng Kong Man Joey:**

Well-being is made as a global concept which is generally significant to everyone. Nevertheless, this paper challenges the presumed universality of well-being. Given the assumption that underlies the notion is individualism, well-being is conceivably less applicable to a Chinese who regards family as part of self. Although a Chinese expression, *xing fu* 幸福 is often considered as an equivalent to well-being (Davis, 2005; Lu, 2001; 2010), the two concepts are culturally distinctive (Ng, 2017). This paper aims to explore the relevancy of well-being and *xing fu* in a Chinese context. A research question is formulated: *How do members of family businesses in Hong Kong draw upon the discourses of well-being and xing fu in their daily lives?* To answer this question, an anthropological examination is carried out. The findings indicate that rather than spontaneously expressing well-being, the research subject showed a more salient concern on *xing fu*. In the discussion, *xing fu* is further contextualized and its differences with well-being are examined. In general, the paper contributes to knowledge by bringing in an indigenous perspective into the discursive space.

## Spotlight on Dr. Stefanie Ruel

### Best Critical Doctoral Dissertation: “Multiplicities of “I’s” in Intersectionality: Women’s Exclusion from STEM Management in the Canadian Space Industry”

(Award Sponsored by *Organization*)

The contemporary Canadian space industry is recognized for its strengths in such areas as satellite-based communications, earth observation, and space robotics (Aerospace Industries Association of Canada, 2015). A diversity of individuals work together in this industry, holding various professional occupational positions including scientific/technical/engineering and administrative/corporate roles. The problem that I set out to study was hidden in the statistics related to this diversity of individuals, and reflected some of my experiences in this industry, as the only Canadian woman to fulfil the role of Life Sciences Mission Manager.

As I was completing my graduate degree, while working full time in this industry (and raising four children with my husband), I tentatively began to look around me to find that I was often the lone woman at the table in technical/operational meetings in Canada. The first time I remember not being the only woman around the table was at a technical meeting in Houston, Texas, at the National Aeronautics and Space Administration’s (NASA) Johnson Space Flight Center. In this particular meeting, I was surrounded by women, with only one man at the table. This meeting was the moment that I ‘woke’ to the reality that I had been in for 10+ years. In Canada, I was surrounded by White, military-trained, and/or engineering-trained men who predominantly occupied STEM-management positions.

Delving deeper into these statistics, I found that STEM-professional women represented less than 20% of managers in 2012 across this industry (Canadian Space Agency, 2012; Catalyst, 2013). I also found that Canadian STEM-professional women were, and continue to be,

relegated into supporting technical and/or administrative, corporate roles in spite of their ongoing efforts to try to climb the corporate ladder into STEM-management/executive positions. This social order, where White military-trained men were exclusively in senior management positions while women, White or Ethnic minorities, were excluded and marginalized into supporting roles was, simply stated, unacceptable. Stating something as unacceptable does not address the problem, however; nor does it reveal the social order and its systemic exclusionary reproductions. These notions, of revealing and undoing a social order, drove my doctoral studies.

As an insider within the Canadian space industry, participants talked freely and openly about both their happy and painful experiences with me. They often tried to include me in their experiences, saying ‘you know’ to me many times. After two consecutive difficult interviews, one that lasted over three hours, where a STEM-professional woman shared her utter destruction within this industry, and the other interview, which reminded me of my early career when pornographic movie nights would occur on site where I worked, I had to stop the interview process for a few weeks. I recognized, at the time, that by hiding my own emotions in this industry I was not embracing a mental health practice that could be maintained long-term.

Once I completed all the interviews, I was hyper aware of the discourses around me, in my business unit in particular, and found that it was getting more and more difficult to continue within these day-to-day power-relations. For years, I realized, I had been hiding ‘who I am’ to ensure I would ‘fit’ within the industry. I could no



*Dr. Stefanie Ruel, Best Critical Doctoral Dissertation, Presented by Dr. Raza Mir*

longer take on this burden of hiding, and I quietly resigned from my position.

I am now an outsider, working at a grassroots level of activism. I am the first to recognize that the privileges I have – supportive family and friends, and financial security – made it possible for me to make this decision to leave the space industry. I also recognize that not all STEM-professional women have these luxuries, and I will continue to work at various interfaces for their benefit. To this end, I am building a presence in the media and in academia, talking about the social reality of STEM-professional women in this particular industry.

#### Connection to the CMS AOM community

I remember sitting in an auditorium at Saint-Mary’s University, in Halifax, Nova Scotia, Canada, listening to Professor Hugh Willmot present his keynote speech on “Research as a craft? Reflections on the credentials of management knowledge”. Up until that point, I had been in course work, and I had been reading in my spare time, in the original French, Foucault’s various works (*Les mots et les choses*; *L’archéologie du savoir*; *Surveiller et punir*). I saw, in Professor Willmot’s talk, a puzzle coming together. I began to see that maybe, just maybe, I wasn’t a square peg

in a round hole. I was, in other words, becoming aware that I might just 'fit' in the CMS academic world.

The end of this particular conference, the International Doctoral Consortium, saw Professor Albert Mills close our consortium by stating that we would be able to find other CMS scholars by the questions they asked, the philosophies they embraced, the discourses they used, and their questioning of the status quo. I ventured to the Academy of Management meeting, shortly thereafter, and I found myself within this embrace of critical studies. I had found an academic home, and I have not looked back since!

I am currently working on two research areas. The first is a study, in collaboration with Professor Jo Brewis, Open University, on showcasing stories surrounding the 'forced', or diseased, ageing experiences of cisgender women in organizations. We are looking at the interplay between the embodiment of the feminine (cis) gender and sexuality, within the context of organizations. In line with this research area, I am a co-convenor, with Lara Owen, Monash University, and Dr. Christiana Tsaousi, University of Leicester, for a CMS 2019 stream on Reproductive life stages and intersections with work/organizations. I am also working on a new special issue on ageing, titled Meanings, contexts and future of ageing studies: Age and intersectionality, with Professor Iiris Aaltio, University of Jyväskylä, Finland, and Dr. Tarja Römer-Paakkanen, Haaga-Helia University of Applied Sciences, Finland.

The second area is a postmodern archival study (Mills & Helms Mills, 2018) focused on writing Canadian women back into space history. I am specifically looking for Canadian women who worked on the Canadian Alouette 1 satellite, during the Cold War. I hope to not only collect archival data, from various North American sites, but to also interview these individuals, to surface their experiences on this mission. Thank you to the CMS Community for this recognition and the opportunity to share my doctoral journey.

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### **Dissertation Abstract, Best Critical Doctoral Dissertation, by Dr. Stefanie Ruel:**

My dissertation was an empirical study focused on the question of how there were so few science, technology, engineering, and mathematics (STEM)-professional women managers in the Canadian space industry. To address this question, I examined discourses and power-relations surrounding these STEM-professional women's identities. I drew on, and reworked, the concept of anchor points, specifically asking: what is the range of anchor points associated with, and available to, STEM-professional women within the Canadian space industry? What is the relationship between select anchor points and structural (e.g., organizational rules, formative contexts), discursive (interrelated dominant ideas and practices), and socio-psychological (e.g., critical sensemaking) processes? How do these anchor points influence the exclusion of STEM-professional women from management/executive positions within this industry?

I applied the critical sensemaking (CSM) framework to mundane, everyday discourses, in order to reconstruct the STEM-professional woman's range of anchor points. This framework provided an avenue to surface these ephemeral identities, and their relationship with the meta-rules, rules, and social values of this industry. The CSM framework also assisted me in revealing the relationship of this range of anchor points with the STEM-professional woman's dominant ideas and practices, and her critical sensemaking processes.

The results of the analysis of the STEM-professional women's discourses, and those of her colleagues who were STEM-professional men, brought to light not only the STEM-professional woman's intersecting identities but also, importantly, the productive and oppressive power-relations at work in this industry. I was able to not only showcase the 'how' of exclusion of STEM-professional women from management/executive positions but also, I suggested specific sites for micro-political resistances that these STEM-professional women could enact. Furthermore, in order to effect social change across this industry, I surfaced the responsibilities of cisgender men with respect to addressing and resisting the systemic discrimination of STEM-professional women in this industry.

# Ethics and inclusion in CMS:

## The Conundrum of Sexual Harassment

Garance Maréchal, University of Liverpool, UK

**A**s the AOM CMS Division Representative-at-Large for Ethics and Inclusion it falls to me to ensure that everyone knows where to find relevant information and what support is available if issues in these areas arise. In the wake of the recent scandals that led to the #metoo campaign, you may also have questions such as... How does this affect me? What is the Academy doing about this? Where does the Division sit in the midst of AOM policies?

Issues of sexual harassment and discrimination fall under the *AOM Code of Ethics*, and you can find it in full, downloadable and readable online, [here](#). The Academy also has ethics pages with links found [here](#). But before you click, here's a summary of the most relevant sections, the foundation being Unfair Discrimination:

"AOM members do not engage in unfair discrimination based on age, gender, gender identity, race, ethnicity, culture, national origin, religion, sexual orientation, disability, socioeconomic status, or any basis proscribed by law."

That's the fundamental starting point, and one highly negative deviation from this is, of course, *Sexual Harassment*:

"AOM members do not engage in sexual harassment. Sexual harassment is sexual solicitation, physical advances, or verbal or non-verbal conduct that is sexual in nature, occurs in connection with the member's Academy activities, and either: (1) is unwelcome, is offensive, or creates a hostile environment, and the member knows or is told this; or (2) is sufficiently severe or intense as to be deemed abusive by a reasonable person in the con-

text. Sexual harassment can consist of a single intense or severe act or of multiple persistent or pervasive acts."

As regards the Academy, it's probably worth emphasising that the behaviour must take place "in connection with the member's Academy activities", so the Academy would not become involved in issues that pertained only to the member's workplace. Condition 1 is also important, that the member must be left in no doubt that their behaviour "is unwelcome, is offensive, or creates a hostile environment"; and "I was only joking" is no defence. Condition 2 of reasonableness is a common legal test, acting as a mediator against over-reaction, and this is often where disagreement comes in, especially where behaviour is persistent, and the offender argues that it was normalised.

Such sexual harassment may extend to other media, and the Academy of Management regards this as *Other Harassment*:

"AOM members do not knowingly engage in behavior that is harassing or demeaning to others with whom they interact, including behavior conducted electronically (e.g., spamming, spoofing, mail-bombing, etc.)."

This could include unwanted sexting as well. Sexual behaviour often has a power dimension, and this can lead to Exploitative Relationships:

"AOM members do not exploit persons over whom they have evaluative or other authority, such as authors, job seekers, or student members."

It is not clear from this form of words whether this includes sexual overtures relat-

ed to possible publication opportunities, recommendations or threats of negative recommendations to third parties (for example) if there is no direct or formal authority, and only possible influence implied. But it is almost certainly covered by the sexual harassment prohibition of "sexual solicitation, physical advances, or verbal or nonverbal conduct that is sexual in nature", if the other conditions apply. This type of intimidation is one of the concerns that motivated #metoo and which the world is currently trying to work through outside the courts. Such behavior is not innocent flirting, it is not acceptable, neither should it be accepted nor condoned.

The Academy site has a very useful blog called *The Ethicist* <https://ethicist.AOM.org/> that ranges widely over some sensitive issues, and there is also a link on the main ethics page to two useful flow charts on practical matters showing where advice can be sought, the sequence of actions that follows, and the relative responsibilities of the *Ethics Ombuds and Ethics Adjudication Committees* <http://AOM.org/About-AOM/Procedures---Inquiries.aspx>

The CMS Division operates within these AOM rules, so we can act as a portal for advice on the system and prima facie issues. The CMS Division also can provide a channel to the Academy for your voice on these issues. The Division can, and where necessary, does reflect any need for change. So don't hesitate to get in touch with your *Ethics and Inclusion* representative if you have any concerns. And don't forget – Inclusion is the main theme of the Academy in 2019 in Boston.

## CMS Past Division Co-Chairs appointed to AOM governance committees

In addition to their role as Past Division Co-Chairs on the CMS Division executive (2018/19), Banu Özkazanç-Pan and Paul Donnelly have now been appointed by the AOM President and Board of Governors to the Diversity and Inclusion Theme Committee (D&ITC) and Division and Interest Group Relations (DIGR) Committee.

Over the course of their three-year D&ITC leadership rotation, Banu and Paul will serve as Incoming Co-Chairs and PDW Co-Chairs (2108/19), Co-Chairs (2019/20), and Past Co-Chairs (2020/21). Through their appointment, they are expanding the CMS practice of role-sharing beyond the Division.

In their role as D&ITC PDW Co-Chairs, they will soon be circulating their call for proposals for the Committee's PDW program at AOM 2019 in Boston. They will be keen to receive submissions from CMS Division members, as well as from members of other AOM divisions, specifically related to the D&ITC mission, which is to provide learning and outreach opportunities that foster a more diverse and inclusive Academy of Management community. So, keep an eye out for their call!

By way of some background, the D&ITC is charged with helping to ensure that the Academy fully supports and leverages the scholarly contributions of its diverse members and contributes to their professional development. In so doing, the D&ITC:

- Assists the Board and Division leaders in collecting and analyzing data concerning the professional needs of members from diverse backgrounds;
- In collaboration with the Divisions and other Theme Committees, provides opportunities for positive and appropriate interactions among members from diverse backgrounds;
- Responds to requests from Program Chairs and Journal Editors seeking names of reviewers from diverse backgrounds;
- Responds to requests from AOM leaders for possible nominees to be considered for governance positions;

- Assists in the identification and development of data that can be used to monitor members' experiences vis-à-vis our stated values and promote an inclusive organizational climate;
- Sponsors or co-sponsor PDWs that reflect the Committee's charge;
- Serves as a liaison to AOM Affiliates, to obtain ideas and disseminate best practices;
- Provides input to the Board on Academy-sponsored initiatives related to the domain of the committee;
- Develops proposals for consideration through the AOM Strategic Doing website; and
- Recruits new members to build a robust pool of energetic committee members who will contribute to the committee's ability to carry out its charge.

Together with their DIGR Committee colleagues, Banu and Paul will be serving as the liaison between the leaders of the Academy's 25 divisions and interest groups and the Board of Governors. The Committee's charge is to serve as an advising body to the Board on all matters pertaining to policy, procedure and relations with divisions and interest groups, to include:

- Advising the Board on all matters pertaining to relations with divisions and interest groups;
- Maintaining all policy documents pertaining to division relations and division leadership guidebooks;
- Receiving, reviewing and evaluating three and five-year assessment reports for divisions and interest groups under review;
- Reviewing applications for interest group formation/implementation against established guidelines;
- Handling requests for changes from interest group to division status and any domain and name change requests; and
- Making recommendations to the Board on the above.