Critical Management Studies Division
Academy of Management

QUARTERLY NEWSLETTER
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CMS for Our Times

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

This year's U.S.-based Academy of Management was perhaps one of the most challenging in recent times given the rise of Donald Trump, his stance on social and political issues and, perhaps most urgently, his various travel bans targeting nations with mostly Muslim populations.

As CMS scholars, we were forced to address these issues through our writing, research and activism. Yet, when the professional association to which we belong decided to take a stance, many of us were beyond disappointed and outright angry at the Academy's response. The conversations we had as the CMS executive team, amongst ourselves, and with our members forced us to (re)consider the role of our division in relation to the Academy, our role as business scholars in the context of our various institutions, and what CMS scholarship means in these politically-charged, turbulent times.

In many ways, CMS occupies a unique position and role in the broader AOM as exemplified in our domain statement and through the work of our members—we voice and challenge extant assumptions of management scholarship and, in a particular moment in history, we were forced to act upon our theories. No longer could we stay in the text; we needed to voice loudly and clearly our values and enact them in ways reflective of our division ethos.

Yet, we also found ourselves facing critique in our methods and approach in critiquing the Academy's stance and statement on the travel ban—in fact, we discovered that at times we were seen as the *cynical* management studies division. A similar observation is made by Parker and Parker (2017), as they expand upon the antagonism, accommodation and agonism aspects of CMS scholarship.

As we look to the year ahead, we are emboldened to produce scholarship and act in ways that reflect the ethos of CMS rather than careerism (Marens, 2013). We believe, as does outgoing AOM President, Anita McGahan, that CMS is vital to the Academy, and our role and importance was evidenced in the ways our members engaged with each other and the broader AOM community in the months prior to the Atlanta conference and during the event as well. As a division, we are now, more than ever, singularly poised to speak to the political, social and cultural issues facing our times, and their impact for organizations and society. It is with this notion of CMS that we envision the future of the Academy and our academic field.

To this end, this year's Academy presented us with great opportunities to reconnect with colleagues, engage in debates and conversations and hear from speakers. Ann Cunliffe, in her keynote speech to the CMS division and community, spoke about the need to "humanify" ourselves and our scholarship—a call we plan to take to heart in the next year and beyond. In her address to Academy members, Anita McGahan stated we are

Continued on following page...

not an academy of business, and challenged us to engage with the important problems of our time, noting, for example, "the problems of the vulnerable everywhere are our problems".

This coming year presents us with many opportunities, including a new technology platform that will allow members to connect with each other and engage in conversations, debates and discussions that currently take place at conferences or via emails. Connect@AOM will be adopted in the coming months with support and advice from our members.

In addition, our division will be going through a 5-year review, which will involve member input. To begin with, a member survey is now being finalized for distribution mid-October. We encourage you to complete the survey and provide us with your feedback so we can understand and address the needs of our members in the coming years.

In all, the year ahead represents many challenges, but with these challenges comes an opportunity 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.

We look forward to hearing your thoughts about the future of CMS and our role as a division of the AOM!

We bid a very fond farewell to Emma Bell and Scott Taylor (Past Division Co-Chairs), Rosalie Hilde (outgoing Division Treasurer), Sarah Gilmore (outgoing Representative-at-Large for Ethics and Inclusion) and Jonathan Murphy (outgoing Representative-at-Large for Membership and Outreach). We are very grateful for their outstanding service, leadership and camaraderie on the division executive, where they were always focused on better serving our members and community.

References

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Review of the CMS Scholarly Program

Mark Learmonth, Division Chair Elect, Durham University, UK

As we bid farewell to Atlanta as an AOM venue into the future, I want to look back on the division's scholarly program, along with acknowledging the contributions of all involved. Altogether, the division received 81 papers, 10 symposia, and 4 Dark Side case submissions. All submission types were significantly down compared to the previous year. My guess is that this reduction might have something to do with the change of president in the US – but who knows!

Thanks to our time allocation, we were able to schedule 10 scholarly paper sessions, along with scheduling sessions to showcase the shortlisted Dark Side cases. Thus, we were in a position to accept 69 papers, which represents a somewhat higher acceptance rate compared to the previous two years. In addition, we were able to accommodate a further four papers in one discussion paper session. As for the Dark Side Case Competition (DSCC), submissions were significantly lower than in the past, with three cases accepted for the showcase DSCC session. Thanks to the cross-division interest in the symposia submitted, we were in a position to accept 5 symposia for the division's program. Two symposia were co-sponsored by one division in addition to CMS, and three were co-sponsored by three divisions along with CMS. The breakdown of divisions and co-sponsorships was as follows: OMT (3), SIM (4) and one each for GDO and MH. Unfortunately, six papers and one symposium ended up being withdrawn for a variety of reasons (e.g., personal, funding, health, family).

When it came to the review process, we were in the very fortunate position that 186 members signed up as reviewers. In light of the number of submissions received, we only had to call on 127 reviewers. While we assigned 3 reviewers to each submission, the overall completion rate was exactly 90 per cent. Despite a number of requests over the course of the review period to let us know if review assignments could not be completed in time, four review assignments were declined close to the deadline, 10 were started but not completed, and 13 were never started. In all, 122 reviewers completed all of their assignments, making for an average 2.12 submissions per reviewer, and an average 2.99 reviewers per submission. So, I want to say a really big "THANK YOU!" to everyone who submitted a paper, symposium and/or case; all 186 members who signed up as reviewers, in particular, the 122 members who completed their review assignments; Jonathan Murphy and Fernanda Sauerbronn for coordinating, and all who reviewed for, the DSCC; all session chairs, who created a wonderful environment for participants; and our colleagues on the division's executive for their invaluable support. Without you all, our division would not have had a program in Atlanta.

By way of closing, in addition to submitting your papers, symposia and/or cases for Chicago, I strongly encourage you to sign up as reviewers. And I very much wish incoming Program Co-Chairs, Ajnesh Prasad and Stephen Cummings, all the very best with the work that lies ahead. Finally, as Division Chair Elect, I am especially keen on making the division an inclusive one for all perspectives and people. To this end, I'd welcome your suggestions for the CMS Keynote Speaker(s) at the 2018 AOM in Chicago.

Message from our Past Division Chair

Nimruji Jammulamadaka, Indian Institute of Management Calcutta, India

I have had the privilege of serving the CMS community for the past four years and I am now moving into the last and final year of the leadership cycle. And in writing what is probably my last formal newsletter message to the membership, I am struggling with what to write about: should I, at this juncture count what I have contributed to this community in fulfilling my leadership obligations, or, should I draw attention to what remains to the done and the challenges that I think the community faces. To put it in more scholarly terms, I am struggling with the meaning of accountability in the context of a leadership role in an academic community. Does it have to be read in the form of increase in memberships, paper submissions etc., analogous to the increase in impact factors of journals by editorships – another leadership role? Does it involve a comparison of electoral promises and manifestos and accomplishments? Or does it involve serving the interests of current, past and future members, i.e, the critical communities at large?

These questions are particularly important to the community even as they are intensely personal to me. They are personal because I happen to the first person from my part of the world to be in such a position, of being able to carve a decolonial space within the Academy's neo-colonial juggernaut of academic globalism, of pursuing freedom in the subservience of a bureaucratic academic organisation. An oxymoron, a paradox or simply…a condition of existence for me.

It is important for the community because, on the one hand, faced with an unprecedented crisis following the executive order, the CMS community has shown the difference that its initiative can make. On the other hand, the community has also contended with unwelcome behaviours by some. At this juncture when the CMS community is in a position for a better praxis in academia and is being seen as a flagbearer, it becomes very important that the community also develop its ethical core more strongly. Are we *institutionalising* and/or reproducing practices once again in the name of pursuing difference? How much on the guard are we of our own fallibility? Expecting accountability from everyone else can only be morally acceptable when we ourselves display high standards of accountability. As I run in the last leg of this role, my one wistful longing is for an accountability mechanism for our behaviours. I would like to know how the people who put me in this role four years ago can be sure that I have done my part to the best of my ability and in the best interests of the community(/ies). I would like to know this, because I believe this will help us in electing people who will serve the division, because this will help me in facilitating elections, my task this year.

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

Stephen Cummings, Main Scholarly Program Co-Chair, Victoria University of Wellington, NZ
Ajnesh Prasad, Main Scholarly Program Co-Chair, Technologico de Monterrey, Mexico

We hosted a really good set of Professional Development Workshops (PDW) events in Atlanta – many of which were directly inspired by or linked to the conference theme "At The Interface".

The number of applications for PDWs was up significantly on 2016, demonstrating, we believe that CMS members are really seeing the benefits of this kind of collaborative format for sharing and developing ideas. In addition, a greater number were co-sponsored by other divisions.

Our growing links with these divisions is great to see and something we encourage. It illustrates that critical ideas are gradually being explored, and taken on board, by the wider Academy – something that we thought was also manifest in Anita McGahan's AOM Presidential Address.

The spread of critical ideas and approaches is one way that the PDW program makes our division stronger. Another important part of this outreach is the ever-popular PDW social held at the end of the PDW program on the Saturday evening of the conference. We would very much like to thank all of you who attended this event, and particularly those who brought your friends from other divisions.

Last, but certainly not least, we want to give special mention to the Doctoral and Early Career Consortium – this year attended by over 25 doctoral students or early career colleagues. They were joined by a dozen more experienced members of our division who got up very early on Friday morning to lend their support and pass on their advice to these emerging scholars.

The consortium enabled attendees to chat informally in a supportive environment about their career aspirations, as well as about publishing, finishing their dissertations, how best to navigate the Academy, and many other topics they chose.

We'd especially like to thank Nadia deGama for her work in the lead up to this event, even though she was unable to attend the conference. She encouraged many of the participants to attend, and, along with last-year's PDW Chair Mark Learmonth, passed on really helpful ideas gleaned from running this session in the past.

Given the continued popularity of this event, and the excellent feedback we received, we are particularly keen to keep these and any other doctoral students engaged with the division beyond the 2017 conference. So we'd encourage emerging scholars to put together PDW proposals this year – as well as submit papers for the main scholarly programme, which we'll be running next year. And by the way, we think that the theme for next year's conference, "Improving Lives" provides us with a great opportunity to develop some really interesting and challenging PDWs, Symposia, and Papers http://aom.org/annual-meeting/theme

See you in Chicago!

CMS Division 2017 Awards

Award	Winner(s)	Paper / Case Title
Best Critical Paper	Daniel Nyberg, U. of Newcastle Christopher Wright, U. of Sydney Jacqueline Kirk, The U. of Nottingham / ICCSR	Fracking the Future: Temporality, Framing and the Politics of Unconventional Fossil Fuels
Best Doctoral Student Paper	Seray Ergene, U. of Massachusetts Amherst	Organization Theorizing for Sustainability: Un-making People and Nature Exploitable
Best Critical Doctoral Dissertation/Thesis	Jennifer Manning, Dublin Institute of Technology	Maya Women Organising in the Margins: A Post/Decolonial Feminist Approach
Best Paper in Critical Business Ethics	Zhiyuan Simon Tan, King's College London	From Being Unethical to Appearing Legitimate: How Analysts Got Involved in Corporate Governance
Best Critical Paper on International Business	Jingqi Zhu, Newcastle U. Rick Delbridge, Cardiff U.	Infantilisation and 'Tough Love' in the Chinese Workplace: Towards a New Form of Paternalism?
Best Critical Management Learning and Education Paper	Kenneth Mølbjerg Jørgensen, Aalborg U.	Entanglements of Storytelling and Power in the Enactment of Organizational Subjectivity
Dark Side Case Study Competition Winner	Syeda Maseeha Qumer, ICFAI Debapratim Purkayastha, IBS Hyderabad Vijaya Narapareddy, U. of Denver	A Sexual Harassment Complaint and the Fallout
Best CMS Reviewer	Bill Harley, U. of Melbourne	-

Fernanda Sauerbronn (left) presenting Dark Side Case Study Competition Winners Syeda Maseeha Qumer, Debapratim Purkayastha, Vijaya Narapareddy with their awards

Emma Bell (left) and Todd Bridgman (right) presenting the Best Critical Management Learning and Education Paper to Kenneth Mølbjerg Jørgensen

Raza Mir presenting the Best Critical Doctoral Dissertation/Thesis to Jennifer Manning

Raza Mir presenting the Best Doctoral Student Paper to Seray Ergene

Raza Mir presenting the Best Critical Paper to Daniel Nyberg and Christopher Wright

Spotlight on Seray Ergene | *U. of Massachusetts Amherst*

CMS Division Best Doctoral Student Paper, 2017

I'm a Ph.D. candidate at UMass Amherst in Organization Studies. I'm originally from Turkey and came to the US for my doctoral studies. My overall research centers on sustainability, and I'm interested in studying how organizations engage with social and environmental issues at present. I believe that sustainability needs to be studied from the lens of production and consumption relations, and for my dissertation project I follow the sustainability practices of a US clothing company whose production operations are outsourced to developing countries. Specifically, I do multi-sited ethnography and follow organic cotton seeds along their value chain, starting in Turkey until they become 'sustainable' t-shirts to be purchased at retail stores in the US. My theoretical lens is informed by both management and other disciplines such as economic geography, feminist ecological theories, and science and technology studies.

The paper that received the CMS award argues that management and organization studies need a different way of thinking about sustainability because the underlying political-economic premises of our current theories make people and nature exploitable in knowledge production practices. In order to think differently, I bring in alternative analytic concepts from feminist ecological perspectives. Specifically, with these concepts I aimed to re-tune scholarship's focus on material processes of everyday life and well-being of natural and cultural ecologies, particularly in the Global South.

My research is interdisciplinary, and I also completed a Graduate Certificate in Advanced Feminist Studies at UMass Amherst. In a broad sense, I draw my inspiration from contemporary anthropology and feminist science and technology studies.

At times, well most of the time, I feel very isolated as a management doctoral student trying to do interdisciplinary and critical research in the US. I wish the values and guiding philosophies underlying CMS were shared among the US management schools as much as they are in Europe. Perhaps that's a dream. But I know that I am pursuing research that is important for me. Although at times I am discouraged, I know that I'm not an alien. Thank you, CMS community, for being there and keeping me going.

CMS Doctoral Dissertation Award Winner, 2017

Jennifer Manning, Dublin Institute of Technology, Ireland

Having completed my doctorate, I now have the space to reflect on my experience. The journey to get to this point was not easy, but it was an experience like no other that took me from a research office in DIT, Ireland, to the rural highlands of Guatemala, and finally to Atlanta to receive the CMS Doctoral Dissertation Award. Although I began my doc-

me to immerse myself in new cultures and challenge myself, my beliefs and my understanding of our world, but, moreover, I came to learn that those in the Global South / 'Third World' had much to offer. The many people of the many cultures I encountered during my travels required much more than the delivery of aid or being 'taught' how to develop by 'doing busi-

ganising in the socio-economic margins of the Global South. My enthusiasm was met with equal passion from my PhD supervisors, Paul Donnelly and Miguel Imas, whose curiosity, tenacity and intellect have greatly influenced my growth as a researcher, teacher and citizen. It was during the early months of my doctoral studies that my attention was drawn to Critical Management Studies and, on reading more, I understood that, to the benefit of management and organisation studies, critical management studies encourages the questioning and critiquing of the authority and significance of mainstream thinking and practice. This disciplinary movement motivated me to move forward with my idea for my area of research.

My ethnographic research took me into the everydayness of life for marginalised Maya women working together in community weaving groups. The Maya women welcomed me into their homes, lives, and work, and their strength of character, culture, and knowledge became the heart of my doctoral dissertation.

Undertaking my doctoral research was overwhelming and lonely; an ethnography generates an immense volume of data (taking eighteen months to analyse and six months to write-up!) and I had no colleagues, friends or family with me during my time in Guatemala. While this was very challenging, it was also exciting, and I soon developed close relationships with the Maya women participants and their families. Together we developed our theorisa-

toral studies in 2012, the story of my study begins in 2009 when I left my job working in the non-profit sector in Ireland and embarked upon a twenty-month journey travelling the world (or as much of the world as I could travel in this time on a limited budget!). I travelled through India, lived in Xi'an, China, travelled around South-East Asia, went island hopping through Oceania, and volunteered for a social foundation in Guatemala when travelling Central America and the Caribbean.

These formative experiences enabled

ness' according to Western epistemologies. I came to an understanding that the Western world needed to listen to, and engage with, them as people in their own right. It is only through dialogue, which requires listening as much as talking, that we can advance mutual understanding.

With this understanding and worldview, when I returned to Ireland to prepare scholarship applications and ready myself for PhD candidacy, I was confident that my area of research would be exploring the lived experiences of those working and or-

Best Critical Doctoral Dissertation / Thesis

"Women Organising in the Margins: A Post/Decolonial Feminist Approach"

Jennifer Manning
Dublin Institute of Technology

...Organization
...prize of $150 SAGE books

tion of their working practices that respects their indigenous worldviews, with which the women respect each other and reclaim the value of community and collective action, where they are at one with the community of the home and the community of the group under conditions of equality and cooperation, while also being orientated by the realities of life as a Maya woman living in the socio-economic margins.

I hope to return to work again with the Maya women participants and share with them how our work has been received, and, in time, engage in further research with marginalised, indigenous women in the Global South. I am now approached by Irish and international postgraduate students wanting to pursue their PhD candidacy with me in this area of research that provides space for Global South women to voice their own understanding of gender, identity and work from within the context of their social, cultural and historical location.

I was humbled and delighted to travel to AOM in Atlanta to receive this award. My many thanks to the reviewers of my application and their constructive feedback. I felt instantly welcomed into the CMS division and community, where I was provided with the opportunity to engage in many exciting conversations, attend intellectually stimulating PDW's, symposiums and presentations, and generally spend time with likeminded people engaging in fascinating research. I hope I can be a member who can contribute as much as I have received!
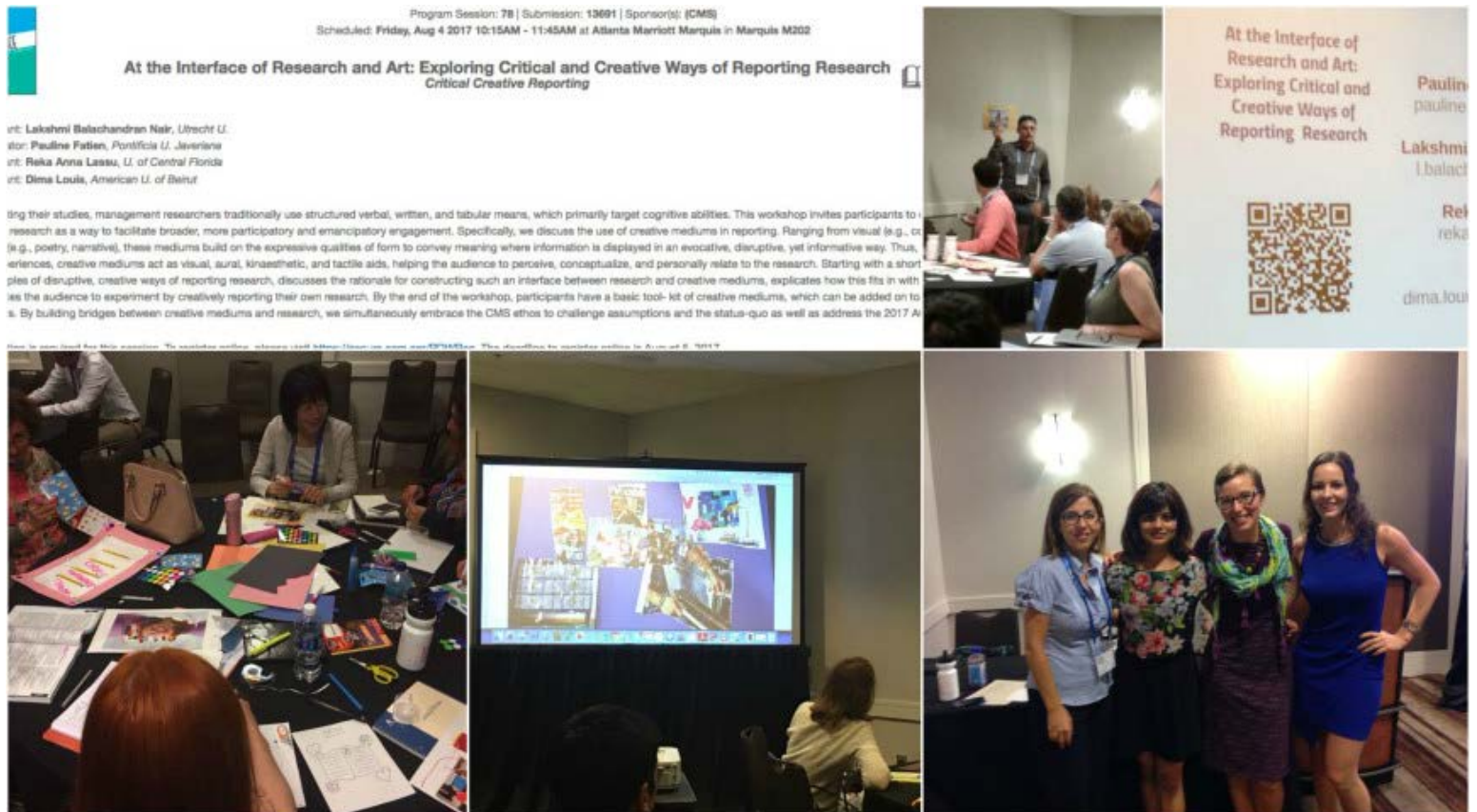
That Happened in Atlanta!

A CMS Sponsored Workshop on Critical and Creative Ways of Representing Research

Lakshmi Balachandran, Utrecht University
Pauline Fatien, Pontificia University
Reka Anna Lassu, University of Central Florida
Dima Louis, American University of Beirut

Laughs, dancing, music, object exchanges, interactions, and happy tears: it all happened in Atlanta as we engaged in envisioning alternative ways of representing research. The four of us—Dima Louis, Lakshmi Nair, Pauline Fatien, and Reka Lassu (+ Suzanne Tilleman who participated earlier in the background)—designed a professional development workshop addressing CMS' concerns for more reflexive, embodied (Cunliffe & Coupland, 2012) and experiential (Tomkins & Ulus, 2016) ways of relating to knowledge. We delivered an interactive workshop where the 50+ participants could learn about alternative ways of representing research and experiment with some creative techniques for doing so.

An interactive improvisation activity started us off, during which participants were invited to exchange valuable objects with strangers; the objects were of course returned at the end, but not without new friends made! Connecting this activity to the idea that research is about building relationships around a valuable topic that we cherish, we then moved to a short presentation.

We showed examples of collage, painting, film, music, poetry, narrative – some of the creative mediums that have been used in the social sciences to represent research. For example, participants watched a video of scholars dancing in the "Dance your PhD" contest. All the mediums we exposed help display information in an evocative, disruptive, yet informative way. They facilitate broader, more participatory and emancipatory engagement from the audience, recognizing the multi-sensory dimension of research representation.

Petcha what? We concluded with a hands-on Pecha Kucha activity, inviting participants to learn about presenting their research in 20 seconds with 20 picture slides. As practice, the participants created a slide using colorful paper, magazine photos, stickers, glitter, and markers to visually convey their research findings.

Thus, by the end of the workshop, the participants had a basic toolkit of creative

FEEDBACK FROM PARTICIPANTS:

This AOM workshop was very inspirational in terms of creating an alternative multimodel learning space, where a more balanced relationship between language and materiality may emerge. To me, alternative visualization practices as presented in this PDW have the potential of opening new spaces for teaching and learning by allowing people to express themselves and be together in new ways. I enjoyed the integration of teaching, art, embodiment and humor, found good inspiration for my own teaching and overall my work in organizational learning and leadership development.

Kenneth Mølbjerg Jørgensen,
Professor, Aalborg University

mediums, which could be adapted to suit various reporting requirements. By building bridges between creative mediums and research, we simultaneously challenged assumptions and the status-quo in management research representation, as well as addressed the 2017 AOM theme "At the interface". A related paper is currently under review and conditionally accepted at the *Journal of Management Inquiry*. Let's continue to creatively co-create!

GOOTHing with AROMA in Atlanta

Paul Donnelly, Division Co-Chair, Dublin Institute of Technology
Banu Özkazanç-Pan, Division Co-Chair, University of Massachusetts Boston
Arturo E. Osorio, Division Treasurer, Rutgers University Newark
Sinéad Ruane, Central Connecticut State University
Sharon Feeney, Dublin Institute of Technology
Rafael Burgos-Mirabal, University of Massachusetts Amherst

Following a three-year hiatus, Atlanta saw us revive what had been a well-received and well-attended staple on the Division's PDW Program for a number of years. Started by Past Division Chair, Sarah Stookey, at the 2009 AOM in Chicago, Getting out of the Hotels —GOOTH for short— represented an opportunity to connect with the local community in some small, yet meaningful way.

Altogether, 28 of us made our way to Atlanta's Little 5 Points Center for Arts & Community to meet with Activist Recruitment, Organizing and Mentoring in Atlanta (AROMA), a relatively newly formed community group dedicated to recruiting, training and supporting local activism, and some of the local activists and organizers they support.

AROMA emerged in the wake of Occupy, with co-founders Misty Novitch and Guled Abdilahi seeing the need for a resource for both Atlanta area activists and activist organizations so as to create sustainable activism across local area movements.

As a resource for Atlanta area activists, AROMA provides a gateway to connect potential activists with activist organizations and movements through maintaining a directory and monthly meet-and-greets, along with supporting

Breakout discussions.

Breakout discussions.

Misty Novitch and Guled Abdilahi (AROMA co-founders) facilitating introductions.

Abiodun (Abbey) Henderson, founder of "The Come Up Project" and "Ganstas to Growers".

the learning and development of potential activists to engage in activism.

As a resource for activist organizations and movements, AROMA seeks to promote best practice and positions itself as a 'recruitment agency' where they can find trained, committed activists who have been through AROMA's mentoring program, and where they can also send their own activists for training.

Following a brief introduction to AROMA, we then heard from 16 organizers and activists who gave of their time to join us for a conversation. For example, we heard from Abbey (Abiodun Henderson), a former restaurant worker, whose social enterprise, "The Come Up Project", helps Atlanta's formerly incarcerated with a second chance to heal their mind, body, and soul through paid entrepreneurial internships and participation in the legitimate economy.

One of the programs Abbey runs, "Gangstas to Growers", focuses on empowering at-risk youth, former gang members and formerly incarcerated individuals through agriculture, employment and entrepreneurship. The program provides participants with mentoring from local farmers to plant, harvest, and sell produce to local restaurants and at a

Ife Folami: "Organizing and activism is not like a job; it's a way of life. It's just who we are and what we do".

street side farmer's market. In addition to business and financial literacy courses, the program provides group therapy, yoga, political education, environmental sustainability, and health, nutrition and cooking classes. Already, the program has generated its first workers cooperative, which is producing a hot sauce from locally grown ingredients.

Other organizers and activists spoke about their involvement with such movements as Hello Racism, the Southern Movement Assembly, the Georgia Safe Schools Coalition, Netroots Nation, the Heroes Alliance, Raksha, UBiG, RESULTS, the National Congress of Black Women, Georgia WAND, Brand New Congress, and the Pittsburgh Community Neighborhood Association.

Having learned something about the activists and the work they do, we then broke out into smaller groups for three

rounds of more focused conversations, which offered participants the opportunity to ask questions and learn yet more.

In terms of takeaways, the people we met were clear that activism is a way of life for them. As one of the activists, Ife, put it, "Organizing and activism is not like a job; it's a way of life. It's just who we are and what we do." Ife also equated her activism with survival: "We are activists not by choice but by need. If we do not fight and advocate, us and our kids will have no today or tomorrow."

The organizers and activists we met are very committed to what they do, but they recognize that the organizations and movements with which they are involved are lacking in both capacity and resources. Rounding out the conversation, they shared with us what they felt we, as academics, could do to support them in what they do. Perhaps the best

contribution we can make, they said, is through doing research that assists them in developing and strengthening their arguments.

However, they also commented that we need to communicate our research in ways that are accessible in terms of both the language used and where we publish. As Stacey, a seasoned activist put it: "As academics, you offer us credibility and legitimacy through the work you do. But, we need you to write in a way that is easily accessible, in a way that ordinary folk can understand".

Thanks to the participants, we were able to provide AROMA and the organizations they support with a donation of almost US$700 as a token of our appreciation.

We now turn our focus to AOM 2018, and organizing GOOTH in Chicago. If you have any ideas, please feel free to share them with us.

Farewells – organizers, activists and CMS participants

Qualitative Research in Organizations and Management

Special Issue on Identity Intersectionality – Changing the Conversation

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Thematic Focus of Special Issue: This SI focuses on exploring the need to use identity categories in the study of social inequalities within named and un-named-intersectionality scholarship. Lutz (2002) defined fourteen identity categories: race or skin color, gender, sexuality, ethnicity, class, culture, religion, age, able-bodiness, migration or sedentariness, national belonging, geographical location, property ownership, and status in terms of tradition and development. These identity categories function as an important assumption within intersectionality scholarship so much so that, in the past decade, identity categories often monopolize the intersectionality agenda (Mc-Call, 2005). The unfortunate outcome is that the researcher may have to reify identities to bring discrimination cases to light. In line with Calás et al's (2013) questioning of the viability of identity categories, this special issue invites authors into a conversation centered on the need for such categorizations. Our goal is to provide new insights into the study of difference and inequality via methodologies that embrace a post-positivist tradition.

Recent Debates Surrounding Intersectionality and What Led to this Call for Papers: When intersectionality was first coined by Crenshaw (1989, 1991), she argued that individuals were subject to multiple marginalizations which could not be accounted for in a rational, additive fashion. Specifically, Crenshaw's research suggested that marginalizations must be understood as greater than the sum of its mutually exclusive parts (Choo & Ferree, 2010; Crenshaw, 1989; Hancock, 2007). Numerous convergent and divergent paths led to interesting interdisciplinary intersectional studies in areas beyond Crenshaw's legislative contexts. These include nursing (Van Herk, Smith, & Andrew, 2011), education (Ladson-Billings, 1998; Naples, 2009), LGBT (Bowleg, 2008; Moraga & Anzaldúa, 2015), feminism (Acker, 1990; Davis, 2008), and post-colonial studies (Calás et al., 2013). As a result of the ever expanding application of intersectionality, this scholarship is now defined as encompassing various complex and shifting interactions of identity formations where multiple identities can co-exist thus revealing social order concerns (Davis, 2008; Zack, 2005).

The emancipatory potential of intersectionality lies, as others have argued (e.g. Carrim & Nkomo, 2016; Ruel, Mills, & Thomas, 2018), in the realization of the continuous process of form*ing* that creates and recreates identities and not in the identity categories themselves. Recent debates focused on the problematization of identity categories emanate from Lykke's (2014) passionate disidentification efforts, with Bhabha's (1994, 2000) notion of hybridity, and with Anzaldúa's (2007) notion of new *mestiza* (hybrid between indigenous and Spanish). We took up these debates among ourselves, the special editors of this SI, agreeing that a study of and reification of identity categories simplifies the complexity of an individual and of their respective experience of marginalization. We also noted that we would like to hear from others on this issue of problematization of these prescribed categories in a variety of contexts. While some intersectional scholars wish for "a robust concept of intersectionality" (Rodriguez, Holvino, Fletcher, & Nkomo, 2016, p. 202), this SI seeks submissions that add to the conversation and debates surrounding identity categories and their use thus moving us away from 'robustness' to 'richness' of forming.

Invitation to Authors to Join the Conversation: In this SI, we are looking for a range of papers that address and problematize the presentation and use

of identity categories within named and unnamed-intersectionality scholarship. These submissions should embrace a broadly critical stance, and can discuss either subjective and/or context-specific areas. We are looking specifically for empirical papers that explore non-traditional methodological ways of conducting intersectionality-based research, while meeting our goal of problematizing the use of identity categories. We invite papers that explore, but are not limited to, the following questions:

• How can we eliminate narrative boundaries imposed via identity categories? What narrative vehicles are available to us, as empirical researchers?
• How can cultural identities be brought to the forefront without perpetuating division?
• Does this identity categorization practice allow protagonists an avenue to reveal their own cultural characterizations and their own acts of becoming?
• What other constructions/processes/methodological approaches allow intersectionality to move beyond boundary conditions of identity categories?
• Can we escape the discursiveness of the categorization of identities and the accompanying sociopolitical and economic marginalization(s)? If so, through what processes?
• Stories of doubt and regret when attempting to apply intersectionality scholarship within an empirical study, and being restricted by discourses of categorization.
• Stories of research success that moved beyond the boundary condition of identity categories.
• How can we rewrite historical identity categorizations?
• What does mestizaje, hybridity, and ambiguity look like within intersectional research?
• And what of 'immigrant' or 'expat' identity categories? Can they be recast into a new narrative?

The submission should be no more than 10,000 words. This word limit includes tables and figures, and excludes the title page and references. All submissions should conform to the submission guidelines for Qualitative Research in Organizations and Management: http://www.emeraldgrouppublishing.com/products/journals/author_guidelines.htm?id=qrom

Anticipated Schedule: The deadline for submission is March 30, 2018. Papers invited to be revised and resubmitted will require that authors work within a tight timeframe for revisions. For further information, please contact the primary guest editor of this SI, Stefanie Ruel at: Stefanie.ruel@videotron.ca

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Call for papers | *Special issue in Gender, Work and Organization*

Diversity and inclusion at work: Time to talk (again) about class
Deadline January 31st 2019

SPECIAL ISSUE EDITORS:
Lotte Holck, Copenhagen Business School, Denmark
Patrizia Zanoni, Hasselt University, Belgium
Laurence Romani, Stockholm School of Economics, Sweden

This special issue aims to advance the field of research on critical diversity and inclusion (D&I) by theoretically and empirically exploring its multiple articulations with the notion of class.

Now entering its fourth decade since the historical publication of the Workforce 2000 Report by the Hudson Institute (Johnston and Packer, 1987), diversity and inclusion (D&I) scholarship has curiously managed to largely evade engaging with the notion of class. This neglect can be explained by the 'business' roots of the notion of diversity, its intrinsic relation to the business case, and lack of attention for the dynamics of power and conflict (Ahonen et al., 2014; Jonsen et al., 2011; Holck, 2017; Zanoni et al., 2010). Arguably, the paradigmatic shift of the field towards the notion of inclusion, with its promise of organizational harmony, has not helped to recover attention for power or for class dynamics. More broadly, an aggressive and pervasive neoliberal meritocratic ideology fostering individualized 'responsible' subjectivities, has effectively eroded the available discursive space for the constitution of class-based identities (e.g. Eribon, 2009; Van Eijk,

2013). As a result, even the more explicitly critical diversity literature has often taken class for granted or acknowledged it cursorily, rather than focusing on workplace power dynamics of (specific) social identities (for exception see e.g. Scully & Blake-Beard, 2006; Tatli & Özbilgin, 2012; Zanoni, 2011).

The 'obscuration of class', as Nancy Fraser (2000) called it, is both striking and problematic in important ways. First, it is arguably quite difficult to properly conceptualize identity-based processes of inequality within capitalist firms independent of the foundational unequal relations that capitalist firms, and societies more broadly, rest upon (Beck, 2007; Flemmen, 2013; Livingstone & Scholtz, 2016; Savage et al., 2015; Strangleman, 2012). Class is a foundational axis of power in the work-

place between waged labor and capital, and thus one that cannot be disregarded in studying the dynamics of difference and power (Acker, 2006; Anderson, 1997, 2007; Anderson and Curtis, 2012). This difficulty is reflected in on-going debates about the very (im)possibility of any form of meaningful equality along socio-demographic axes within capitalism (Ahonen et al., 2014; Fraser, 2000; Fraser & Honneth, 2003; Kumar et al., 2012; Muhr & Salem, 2013). Second, the global economic and financial crisis has increased public awareness of the rising inequalities produced by late, neoliberal capitalism and its disproportionate effects on certain categories of workers and populations defined along

demographic lines of gender, race, geographical location, disability (Anderson, 2007; Beck, 2007; Crompton, 2010; Irwin, 2015). This crisis has unveiled the vulnerability of large groups of populations, which hitherto had come to believe that they were part of the "middle class" (Flemmen, 2013; Irwin, 2015; Livingstone & Scholtz, 2016). Finally, it is becoming less and less credible to envisage political projects fostering solidarity, social justice and equality in disregard of the structural links between class and diversity, and addressing them simultaneously. If the complexity of mechanisms reproducing subordination and oppression points to the impossibility to neatly classify them along one power axis (Acker, 2006; 2012), the projects mobilizing individuals and groups to resist and combat them shall likely fail, unless they find ways to understand, embrace and strategically leverage such complexity (Cregan et al., 2009; Guillaume, 2015).

The few management scholars who have to date addressed class related to diversity have conceptualized it either as a group characteristic affecting an individual's opportunities in the workplace (i.e., as one of the key social identities intersecting with gender and race to determine one's place in organizations, see Acker, 2006, 2012; Berrey, 2014; Crowley, 2014; Gray & Kish-Gephart, 2013; Holvino, 2010; Scully & Blake-Beard, 2006), or as a fundamental 'master matrix of power' of capitalist organizations onto which social identities such as gender, age and disability become anchored (e.g. Zanoni, 2011). Underpinning these studies are three distinct understandings of class, respectively as macro-social categories of social strati-

fication based on the grounds of income, property and power; as a base of social classification and self-identification structurally interacting with other identities; or as basic structure defining capitalist organizations including the organization of work processes with individuals as 'mere' labor.

Grounded in our belief that the field of D&I has a lot to gain from exploring the articulation between class and (other) social identities, this call for paper invites theoretical and theoretically informed empirical contributions on diversity, diversity management, and inclusion that explicitly address class in all its variety. Topics of interest to this special issue include but are not limited to:

- Theoretically informed analyses of the causes, modalities and effects of the 'obscuration of class' from the diversity literature
- Contemporary understandings of class and the role of D&I within them
- Studies exploring the intersection of class and (other) dimensions of diversity as race, ethnicity, gender, ableism, sexuality, religion etc., and the power implications of such intersections
- Studies of how the corporate/business elite, elite identity and elite social practices deal with its internal diversity
- Studies of how labor market, migration, and educational policies/legislation intersect to exclude certain social groups and make them more vulnerable
- Investigations of the precarization of work, class subjectivities, and diversity
- Studies of valuation processes that may challenge class and diversity-based hierarchies in workplaces

- Studies of how (sub)conscious and affective processes inform the construction of classed and diverse subjectivities at work
- Analyses of struggles in the mutual constitution of socio-demographic differences, hierarchized jobs and professions
- Analyses of the classed materiality and embodiment of diversity
- Innovative engaged and performative methods in the study of class, inclusion, diversity and (in)equality
- Critical investigations of the management of diversity among low-rank employees
- Critical investigations of the relationship between talent management, class and diversity
- Critical investigations of how the role of information technologies in the (re)production of (novel) discourses and subjectivities of diversity and class
- Critical investigations of the notion of inclusion in diversity management and how it depoliticizes and hides understandings of class and diversity markers in general
- Mobilization and organization of solidarity of diverse constituencies
- Flexible work, class and diversity

Both theoretically informed empirical and theoretical contributions are welcome. Please don't hesitate to send your inquiries about the special issue to the guest editors.

Deadline for submission end January 31st, 2019 (publication foreseen in June 2020).

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CARNE – Flesh and Organization

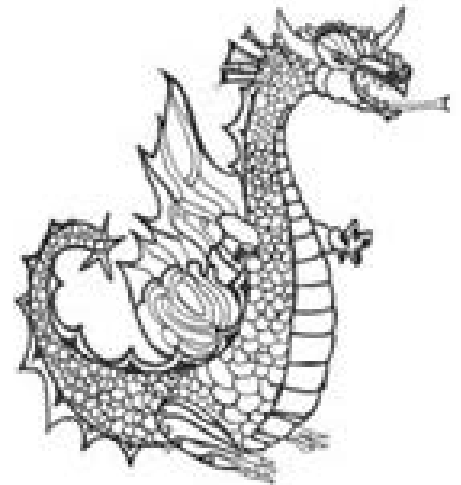**Call for paperes for a special issue of *Culture and Organization* | Volume 25, Issue 4, 2019**

> "Flesh, we believe – more than bodies - is at stake in our posthuman times, in the sense that it is flesh that is subject to increased control either in the laboratory or the marketplace and is caught up in processes of modification that seek to master and profit from it." (Diamanti et al., 2009, 4)

This call for papers takes off from the longstanding use of the notion of flesh in academic investigations of the more or less porous boundaries between the self, others and the world around us. Flesh, these works suggest, is ontologically slippery and definitionally elusive. For Maurice Merleau-Ponty (1964), flesh reconnects the viewing and the visible, the touching and the touched, the body and the world. Perception itself is a fleshly - auditory, visual, gustatory, haptic, olfactory - activity. Moreover, as Antonio Strati (2007) points out in his discussion of the connections between practice-based learning and 'sensible knowledge' in organizations, when we perceive others, we always perceive them as fundamentally corporeal. Equally, the world acts upon our flesh, so that what or whom we touch, see, smell, taste and hear may touch, see, smell, taste and hear us. Elsewhere, Michel Foucault locates modern western *scientia sexualis* as having its origins in the earliest years of Christianity and its confessional regime which seeks to unearth "the important secrets of the flesh" (1977, 154) as the deepest truths of the human subject. In this reading, flesh is the natural body, always and irrevocably bound to sin and to death.

Cherríe Moraga (2015, 19), on the other hand, identifies a theory in the flesh as "one where the physical realities of our lives - our skin color, the land or concrete we grew up on, our sexual longings - all fuse to create a politic born out of necessity". In a very different feminist analysis, Judith Butler (1990, 96, 33) defines gender as the "styles of the flesh" which "congeal over time"; whereas Vicki Kirby (1997) takes her and other feminist poststructuralists to task in *Telling Flesh* for their overstatement of the cultural inscription of the body, and argues that "once you are seriously displacing the nature/language opposition, you have to be arguing that nature, far from being written on, and insofar as it cannot be said to 'lack language', 'must be articulate' (page 90).

Elspeth Probyn (2001), on the other hand, provides a dazzling array of ways to understand skin both materially, metonymically and metaphorically – it protects and is vulnerable, it can be bruised and breached, it is porous, it expands and retracts, it devours and is devoured, it has colour, texture and sensation.

Organization studies scholars have, nonetheless, perhaps been somewhat neglectful of flesh in our various endeavours; whilst for the last three decades or so we

have paid a great deal of attention to the body, we have largely overlooked flesh. Yet, as our opening epigraph implies, flesh can be connected to organization/s and organizing in manifold different ways. Possible contributions to this special issue could therefore include but are certainly not limited to:

- The pleasures of the flesh: carnality, sensuality, excess and indulgence in, of and as provided by organizations (and their opposites).
- 'Fleshworkers' – cosmetic surgeons, masseuses, cosmetic surgeons, tattooists, make-up artists, slaughterhouse workers,

morticians, laboratory scientists etc. - and the markets for their services.

- The resurging significance of the provenance of meat and fish in western eating habits and its cultural, symbolic and economic implications.
- Vegetarianism, veganism, 'clean' and raw food diets, the markets around and commodification of these practices.
- Researching the flesh, bodily, sensory, fleshly, aesthetic or sensible knowing and/ or methods, the ethics of fleshly research. Organizing (and researching) in meatspace and virtual space, 'in the flesh' and online.
- Bodily changes, wounding, scarring and dysmorphia in organizations.
- Flesh-eaters and the undead: cannibals, vampires and zombies as organizational metaphors.
- The organization of organ donation and the global black market in body parts.
- The global meat industry and its manifold discontents: eg, the certification and marketing of halal meat, the UK horse meat scandal.
- (Re)incarnation and incorporation in and of organizations.
- Pro-ana, pro-mia and fat acceptance organizations.
- Organizational metaphors of the flesh: eg, the 'lean organization', a 'meaty question', 'fleshing out an argument', a 'meat market', 'dead meat' etc.
- The use of animal skin for clothing and furnishings and the complex global differences of necessity versus excess.
- The ethics and politics of organizing as understood through Agamben's *zoë* (bare life) and bios (qualified life) … and so on.

This list is intended to be indicative only. Innovative interpretations of the call are encouraged. With its long tradition of inter-disciplinary approaches, C&O invites papers that draw insights and approaches from across a range of social sciences and humanities. In addition to scholars working in management and organization studies we welcome contributions from anthropology, sociology, philosophy, politics, art history, communication, film, gender and cultural studies. We also welcome papers from any disciplinary, paradigmatic or methodological perspective as long as they directly address the theme of flesh and organization.

Editorial team, submission and informal enquiries: The editorial team for this special issue are: Ilaria Boncori (University of Essex), Jo Brewis (University of Leicester), Luigi Maria Sicca (University of Naples) and Charlie Smith (University of Leicester).

Please ensure that all submissions to the special issue are made via the ScholarOne Culture and Organization site at http://mc.manuscriptcentral.com/gsco. You will have to sign up for an account before you are able to submit a manuscript. Please ensure when you do submit that you select the relevant special issue (**Volume 25, Issue 4**) to direct your submission appropriately. If you experience any problems, please contact the editors of this issue.

Style and other instructions on manuscript preparation can be found at the journal's website http://www.tandfonline.com/toc/gsco20/current. Manuscript length should not exceed 8000 words, including appendices and supporting materials. Please also be aware that any images used in your submission must be your own, or where they are not, you must already have permission to reproduce them in an academic journal. You should make this explicit in the submitted manuscript.

Manuscripts must be submitted by 31st May 2018.

Prospective authors are invited to discuss manuscript ideas for the special issue with the guest editors before the deadline for submissions. They can be reached via e-mail at scosxxxv@gmail.com.

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