



The Career Forum

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Winter 2014

2014-2015

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Dear all,

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

We hope you enjoy the newsletter!

All the best,

Yan Shen
Careers Forum Editor

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1. News from the Careers Division

A. Letter from our Division Chair Kim Eddleston



Dear Colleagues,

This past year was marked by a series of accomplishments for the Careers Division. After evaluating our Five Year Review, the Academy of Management Board voted to renew our division for another five years! In sharing this good news the board remarked, *“CAR is clearly a strong division with engaged and largely satisfied members.”* Very special thanks go to Peter Heslin who led the Five Year Review Committee. The committee consisted of Gina Dokko, Monica Forret, Svetlana Khapova, Julia Richardson, and myself. Most impressive is the fact that 34% of our members completed the review (vs. 18% for other AOM divisions, on average). This proves once again the dedication and commitment of our members to the Careers Division. Thank you!

The 2014 Academy of Management Conference was another accomplishment for our division. We had a very competitive program with 110 paper presentations, sixteen symposiums, and seven PDWs. A big ‘thank you’ goes to Tania Casado, our Program Chair, and Corinne Post, our PDW Chair. Additionally, our plenary session, “Executive and Academic Insights on Work-Life Integration” featuring Tim Hall, Gary Powell, Lotte Bailyn and Donna Hrinak was a huge success! For those of you who attended the plenary, I hope you are enjoying your coffee mug which was a gift from Tania Casado’s university - Universidade de São Paulo - FEA/USP. Over the next few months, as you sip your coffee or tea from your Careers Division mug, I hope you become inspired to submit your competitive papers, symposium and PDWs to our division for the 2015 conference in Vancouver!

Another division accomplishment worth mentioning is the support that all of you provide to our division. This past year we had 136 reviewers for the conference program! That meant that Tania Casado was able to assign at least three reviewers to each paper submission. Countless members commented on the constructive feedback they received from our division. Additionally, this year our popular PDW ‘Careers in the Rough,’ which provides guidance for careers research, was brought back by **Lauren A. Keating**. I have always felt that one of our strongest strengths is the mentoring that our division provides to one another – for our careers research as well as for our own academic careers. This may be a key reason why the Careers Division is one of the only divisions to see growth in membership this past year. One of the best kept secrets at AOM – *us* – may no longer be such a secret anymore.

Finally, 2015 is sure to be another year full of accomplishments for the Careers Division. Most important – our division will be turning 35! I look forward to celebrating this milestone next year with all of you in Vancouver. If you have any ideas for how we can make this conference particularly special, please let me know!

Thank you for your commitment to the Careers Division!

Kim Eddleston
2014-2015 Division Chair
D'Amore-McKim School of Business
Northeastern University

B. Letter from our Division Chair Elect Tania Casado



Hi Career Division Members!

I want to thank all of you, again! What a Conference! 2014 AoM Conference was great and I hope you enjoyed the 2014 Careers Division Program.

All of us must be proud of the excellent papers, symposia and PDWs that were presented – they are incontestable proof that our members are doing a great job on researching and developing new concepts and applications on Careers.

And, one more time, we could see the wonderful CAR Division's climate. Academic sessions were attended by people interested in sharing ideas and discussing in a friendly and constructive way to contribute to everyone's development. Also, our Social Meetings were a success! It was amazing to see senior scholars and newcomers getting together, talking about Careers Division's stories and making new friends.

It was a wonderful experience to be Careers Division Program Chair and I want to thank all my colleagues at the Executive board that helped me to accomplish my role. Special thanks to Kimberley Eddleston, Lotte Bailyn, Tim Hall, Julia Richardson and Sherry Sullivan – these amazing colleagues were always there to stand by Careers Division.

Our Division is turning 35, reaching maturity and keeps growing. I'm sure that led by Kim Eddleston our Division will consolidate the accomplishments and will innovate, keeping the good mood that has been our tradition.

Corinne Post (2015 Careers Division Program Chair) and Bert Schreurs (2015 PDW Chair) are already working a lot and preparing the 2015 Program. Let's go and make it again! So, please, start preparing your submissions for the 2015 Academy of Management Meeting in Vancouver, Canada.

I hope to meet all of you there!

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

C. Letter from our Program Chair Corinne Post



Dear Careers Division Members,

I hope you found the 2014 Careers Division program both enjoyable and invigorating! The success of our program depends entirely on YOU! Your innovative and promising articles, your stimulating and creative symposia, coupled with your developmental, dependable and collegial reviews drive the success of our division's program.

So, mark your calendars as you prepare your paper and symposia submissions for the 2015 Academy of Management Meeting in Vancouver, Canada, held August 7-11, 2015: the submission system opens early November and is available until the fixed submission deadline of January 13, 2015 (5 pm EST): <http://aom.org/annualmeeting/callforsubmissions/>

No need to wait for the submission system to become available, though - you can **get involved right now** with the Careers 2015 AOM program **by signing up to review** for the Careers division. The reviewer system is up and running, waiting for you: <http://aom.org/annualmeeting/review/>

As a reminder, submissions may reflect any topic that fits within the careers domain and extends our understanding of careers. In addition, contributions that relate to the theme for the 2015 meeting, "*Opening Governance*" are encouraged. This includes research that considers the relationships between careers and governance. Attending to governance as it relates to careers may engender questions such as: What career paths lead to governance roles? How do leadership systems influence career identities? In what ways do national professional certification processes interact with migration? Under what conditions does the availability and transparency of career-related information alter the meaning and evaluation of career success? When and how do organizations cooperate to deploy their respective human resources in mutually compatible ways? What career challenges do property rights present? What alternate career arrangements may emerge as a function of shareholder engagements in governance?

Looking forward to your submissions, your reviews, and to seeing you in August 2015!

Corinne Post, Ph.D.,
Lehigh University
2014-2015 Program Chair
coripost@optonline.net

D. Letter from our PDW Chair Bert Schreurs



2015 CAR Division Professional Development Workshops: Call for Proposals

Dear Careers Division Members,

You are warmly invited to submit Professional Development Workshop (PDW) proposals to the Careers Division for the 2015 annual meeting in Vancouver.

As usual, a wide range of PDWs will be considered. However, submissions that relate to the 2015 conference theme "Opening Governance" are especially welcome. Such PDWs might address the following questions: To what extent do careers become more permeable when governments and institutions open themselves to diverse participation? How will the shift from top-down, closed government to decentralized, open governance help define or re-define career success? Are 'traditional' career enhancing strategies (e.g., networking) equally effective in an open governance format, or should they be replaced by other strategies (e.g., knowledge sharing)? How will managerial careers be affected by the power shift from top to bottom typical for open governance? These are just some career-related questions that can serve as inspiration for PDW submissions.

While the conference theme and suggestions provided above offer some guidelines, the PDW program will include a wide range of sessions for both the Career division audience as well as the larger AOM audience.

Suggested topics for PDWs include, but are not limited to the following:

- Strategies for developing research and getting published
- Strategies for bridging career research and practice, and for integrating career research with other fields (e.g., OB, HRM)
- Applying career development and coaching concepts (e.g., mindfulness, self-leadership, personal marketing, adaptability, managing diversity, work-life integration strategies)
- Cutting-edge research methodology for studying careers
- Establishing collaborations with practitioners and industry experts
- Research incubators
- Making career changes, navigating international careers, and crafting nontraditional career paths
- Mentoring and networking
- Work-life balance and parenthood
- Success strategies in career transitions (e.g., related to aging and retirement, sabbatical, economic adversity, unexpected events, multiple career changes).

The Careers division has a long tradition of offering innovative and inspirational PDWs that foster meaningful connections among workshop participants. Therefore, proposals that pioneer new or alternative themes and formats continue to be welcome. In particular, we encourage PDW proposals that feature:

- High quality networking & discussion opportunities
- Expert speakers with valuable knowledge to share
- Real world applications, including actionable advice
- Feedback on research papers / assistance with personal research challenges
- Personal experiences: stories of dealing with career challenges
- Fun!

If you would like further information, want to discuss a potential submission, or would like to be put in touch with other potential contributors, please contact Bert Schreurs, the PDW chair for the Careers Division (b.schreurs@maastrichtuniversity.nl).

I look forward to receiving your exciting ideas for the Careers Division PDW program of 2015!

Bert Schreurs

PDW Chair 2015

E. News from our Ambassadors Jos Akkermans and Svetlana Khapova



New Ambassadors for the Career Division in the Netherlands and Belgium

During the annual Academy of Management Conference 2014, Wolfgang Mayrhofer launched the new ambassador project for the Career Division. The first candidates have already presented themselves: we, Jos Akkermans and Svetlana Khapova, both from VU University Amsterdam, will serve as the ambassadors for The Netherlands and Belgium.

Jos Akkermans works in the department of HRM and OB, and specializes in career development, employee-wellbeing, and employability, specifically among young workers. Svetlana Khapova is professor of Career and Organization Studies and has served in many roles already for the Career Division. In our role as ambassadors, we have the aim of bringing together researchers in The Netherlands and Belgium who are involved in career related research. To achieve this, we will contact the universities and universities of applied sciences, and organize at least one meeting in which we want to discuss the current trends and directions in careers research in The Netherlands and Belgium. We hope that this will be the start of a new network that will



also be directly linked to the Career Division of the Academy of Management.

If you have any questions about our roles as ambassadors, or about our plans for the near future, please contact Jos Akkermans via j.akkermans@vu.nl. Of course, if you are interested in joining our network of scholars in The Netherlands and Belgium, you can always let us know as well!

F. Awards

○ **BEST OVERALL PAPER: Sponsored by Emerald Publishers**

Overall Winner: Matthew, J. Bidwell and Ethan Mollick, for Shifts and Ladders: Comparing the Role of Internal and External Mobility in Executive Careers

Finalists:

Peter, A. Heslin & Ute-Christine Klehe, for Managerial Career Demise: Potential Roots in Moral Disengagement

Shoshana Dobrow Riza & Daniel Heller, for Siren Song? A Longitudinal Study of the Facilitating Role of Calling and Ability in Career Pursuit

Elsa Chan, for Learning Behavior and Leader Workplace Influence: The Mediating Effect of Leader Mentoring Behavior

Best Paper Award Committee: Jamie Ladge, Gina Dokko, Angeli Kishore & Belle Rose Ragins

○ **ARNON REICHERS BEST STUDENT PAPER: Sponsored by The Reed Career Centre**

Overall Winner: Claudia Holtschlag, B. Sebastian Reiche, Aline D. Masuda & Elisabet Garriga, for How and When Does CSE Predict Career Satisfaction? The Roles of Career Goals and Embeddedness

Finalists:

Colin Idzert Sarkies Lee, Will Felps & Yehuda Baruch, for Mapping Career Studies: A Bibliometric Analysis

Elsa Chan, for Learning Behavior and Leader Workplace Influences: The Mediating Effect of Leader Mentoring Behavior

Award Committee: Monica Forret, Marcelo Ribeiro, Jeffrey Yip & Richard Cotton

○ **BEST INTERNATIONAL PAPER**

Overall Winner: Akram Al Ariss, Nikos Bozionelos & Celine Legrand for The Dynamics of the Careers of Migrant CEOs

Finalists:

Arpita Joardar, for A Study of Expatriate Career Intention

Fida Afiouni, for Women's Careers in Academia: Understanding Local Constraints to the Boundaryless Career View

Award Committee: Svetlana Khapova, George Benson & Marla Baskerville Watkins

○ ***BEST APPLIED PAPER: Sponsored by the Reed Career Centre***

Overall Winner: Yan Shen, Richard Donald Cotton & Kathy E. Kram, for Advancing the Study of Developmental Networks to Include Developer Types and Person-Network Fit

Finalists:

Robert W. Renn, Robert Steinbauer, Robert R. Taylor & Daniel James Detwiler, for Mentor Career Support and Protégé Career Planning and Self-Defeating Job Search Behaviour

Award Committee: Jessica Greenwald, Sigmar Malvezzi & Hetty Van Emmerick

○ ***Best Symposium Finalist 2014***

“Examining the Antecedent of Family-Supportive Supervisory Behaviors”

Jaclyn Margolis, Chair

Russell A. Matthews, Chair

Laurent M. Lapierre, Discussant

Presenters:

Blythe L. Rosikiewicz, Katrina A. Graham, Jaclyn Margolis, Jeffrey H. Greenhaus, Russell A. Matthews, Benjamin Walsh, Rachel C. Trout, Julie Holliday Wayne, Sara McKersie, David E. Caughlin, Leslie B. Hammer, Todd Bodner, Ellen Ernst Kossek, Phyllis Moen, Orfeu Buxton, Katie Lawson, Rebecca J. Thompson, David Almeida

“Persons with Disabilities and Entrepreneurship: Barriers and Opportunities”

Lizabeth A. Barclay, Organizer

Karen S. Markel, Organizer

Mark Simon, Discussant

Caren Goldberg, Discussant

Presenters:

David J. G. Dwertmann, Bruce Martin, Benson Honig, Maija Renko, Sarah Parker Harris, Katherine E. Caldwell, Karen S. Markel, Lizabeth A. Barclay

G. Call for Nominations

**Call for Nominations:
The Everett Cherrington Hughes Award for Careers Scholarship
Deadline: 30 April, 2015**

The Hughes award recognizes scholarship which has made a significant contribution to the task of linking careers theory with the broader field of organization studies.

It is the Careers Division's premier award, a way of honoring those who have worked to build bridges between careers and other areas of organizational enquiry. There is no requirement, express or implied, that the recipient of the award be a current or former member of the Careers Division, or of the Academy. The aim of this award is to acknowledge the work of scholars who have forged, rather than severed, connections between careers and other fields of social inquiry. The award carries, with the permission of his family, the name of Everett Cherrington Hughes. It does so to commemorate his seminal role in establishing careers as an object of scholarly study, but more particularly because it rewards the kind of contribution his work embodied. Past recipients of the award are: Edgar Schein, Tim Hall, Lotte Bailyn, Michael Arthur, Jeffrey Greenhaus, Barbara Lawrence, Kathy Kram, and John van Maanen.

Nomination materials should be emailed to committee chair Maury Peiperl (Maury.Peiperl@gmail.com). The following information is required for a nomination to be considered and must be emailed as one unit by the April 30th deadline: (1) letter of support from primary nominator, (2) a copy of the nominee's vita, and (3) at least one additional letter of support. Letters of support should clearly detail how the nominee meets the requirements of this honor. Also, in addition to organizing the nomination, the primary nominator is responsible for communicating with those who write letters of support. Please remember that the award committee does not use a rolling nomination procedure.

Thank you in advance for your participation in this important process. Please email Maury Peiperl with any questions.

Committee Members:

Chair: Maury Peiperl Maury.Peiperl@imd.ch

Member of CAR: Monica Higgins Monica_Higgins@harvard.edu

Member, non-CAR : TBD

H. Call for Proposals

Academy of Management, 75th Annual Meeting

Diversity & Inclusion Theme Committee Call for Proposals



Chair: Christina Stamper, Western Michigan U

PDW Chair: Isabel Metz, Melbourne U

The Diversity and Inclusion Theme Committee's (D&ITC) mission is to provide learning and outreach opportunities that foster a more diverse and inclusive AOM community. The Committee's work is guided by the following core values and principles: 1) *Diversity* is all of the multiple lines of difference that characterize our current and future membership; 2) *Inclusion* means that all members have the opportunity to be represented, to have their voices heard and valued, and to have influence on the AOM; 3) Inclusion requires identifying and removing barriers to all members' full participation in the activities and decision-making of the AOM; 4) The growth and success of the AOM are dependent upon having a globally diverse perspective and broadening the scope and impact of our field; and 5) the AOM will be strengthened and improved to the degree that we incorporate the knowledge and perspectives of its diverse membership and constituents.

The Professional Development Workshops (PDWs) are a perfect opportunity to develop innovative and creative sessions and events that will benefit Academy members and further the mission of the D&ITC. We particularly welcome proposals for sessions that will provide opportunities, through interactive workshops and other suitable activities, to facilitate efforts to develop a more inclusive Academy. Ideas for D&ITC PDWs include sessions that:

- Seek ways to understand current levels of inclusion and ways to enhance inclusion in the AOM.
- Enhance member knowledge and skills pertaining to diversity and inclusion, in their multi-faceted forms and manifestations, to inspire behavior that enhances all members' felt inclusion at the AOM meetings and related activities.
- Help Academy leaders serve the diversity of member needs and backgrounds and foster more inclusion across multiple lines of diversity.
- Provide opportunities for positive and developmental interactions among members of diverse backgrounds, in ways that can lead to enhanced inclusion.

The conference theme for 2015, *Opening Governance*, invites us to think broadly and creatively about the ways in which organizations take action to address the most important management problems and opportunities of our time. The term 'governance' refers to leadership systems, managerial control protocols, property rights, and other practices that give organizations authority and mandates for action. Opening governance involves revisiting these practices especially in light of big data, crowdsourcing, and other emerging digital technologies that

expand the information and expertise available to organizational leaders. Possible questions related to the conference theme and D&ITC's mission include:

- How can AOM leaders utilize technology and membership data to bridge perceived differences in opportunities to be represented, have voices heard and valued, and have influence on the AOM?
- How and when should leaders open governance practices to involvement by engaged members? What advances and problems arise from transparency in decision making? In particular at the AOM, what advances and problems arise from transparency in decision making relating to, for example, selection of committee members, location of AOM meetings, or paper acceptance criteria?
- How do current governance processes and practices (e.g., funding of Strategic Doing Proposals or budgetary allocations; election processes; communication content and channels) enhance (or diminish) people's feelings of inclusiveness, particularly within AOM?
- What other issues might pertain to opening governance and inclusiveness, for organizations in general and for AOM in particular?

Submitters should consider, but not be bound by, the conference theme. All proposals should be submitted using the AOM submission system at <http://submissions.aomonline.org>, before or by the deadline January 13, 2015 at 5pm EST. In their proposals, submitters should address how they will disseminate information about their session, encourage attendance and engagement, and identify opportunities for co-sponsorship with other divisions or interest groups. If you have questions or would like to discuss an idea for a PDW, please contact Isabel Metz at i.metz@mbs.edu or +61 3 9349 8226.

2. Call for Papers

A. 1st Conference on Self-Initiated Expatriation

Toulouse Business School, Toulouse, France
28-29th May 2015



Deadline for submission of abstracts or papers: 31st January 2015

Conveners:

Akram Al Ariss, PhD - Toulouse Business School

Sophie d'Armagnac, PhD - Toulouse Business School

Liisa Mäkelä, PhD - University of Vaasa, Department of Management

Vesa Suutari, PhD - University of Vaasa, Department of Management

1/ Topic and objectives of conference

The topic of this conference is self-initiated expatriation (SIE), i.e., international mobility of individuals by way of their own agency rather than being assigned by an organization. SIE represents an increasingly complex phenomenon resulting from globalized business, the needs of multinationals for global talent, and progress in international treaties which grant freedom of movement across borders, among other factors. Research focusing on self-initiated expatriates (SIEs) has been increasing during recent years and this topic has been widely expanding with publications in leading journals including more specialized ones, such as *Career Development International* and the *International Journal of Human Resource Management*, and more general, such as the *Academy of Management Journal*, the *European Management Review*, and the *British Journal of Management*. The impact of SIE on business and management are still to be clarified, and theories further developed. This conference contributes to the exchange of viewpoints among scholars.

At the individual level, international mobility affords many choices and opportunities and these individuals subsequently go on to benefit from a positive career experience. Management studies have described the career capital of SIEs in terms of education, professional experience, and networks of contacts, focusing on the more privileged SIEs. It is, therefore, necessary to also consider the lesser privileged individuals with respect to skills, physical (dis)ability, ethnicity, and gender, from among the population of internationally mobile individuals.

At the organizational level, SIEs are likely to possess a keen understanding of both local and global markets; have knowledge of foreign languages and cultures; and are likely to be more cost-effective than traditional expatriates, given the travel and living expenses, salaries, and taxation with regard to financial issues incurred by corporate expatriates. Thus it is of great

importance that companies have a clear sense of the nature of SIEs and how best to manage them.

At the international and institutional level, SIE concerns the relationships between countries and the evolution of law, in particular employment legislations. Scholars aiming at understanding global careers have to consider the contextual nature of talent management of the expatriate workforce within their respective historical, geographical, institutional, and organizational settings.

2/ Academic support of the conference

The journal *Career Development International* will support this conference.

<http://www.emeraldgroupublishing.com/products/journals/journals.htm?id=CDI>

3/ Submission - registration

Researchers interested in participating in the 1st Conference on Self-Initiated Expatriation must submit their contribution extended abstract (maximum 2 pages) or full paper to selfexpat@tbs-education.fr by 31st January 2015. Authors will be notified of acceptance by the end of February 2015. Registration will be opened in February 2015.

For formatting full papers, authors should follow the guidelines of the journal *Career Development International*.

B. European Group for Organizational Studies (EGOS)

Athens, July 2- 4, 2015

Sub-theme 37: International Migration, Work and Organization

Submission Deadline: Monday, January 12, 2015, 23:59:59 Central European Time (CET)

http://www.egosnet.org/2015_athens/general_theme

Migration and work-based mobility has become more ubiquitous today than ever before (OECD, 2013). Migrants and their relationships to host societies and institutions have been studied from many different perspectives (e.g., sociological, psychological, economic and labor perspectives) but still remain understudied by organizational scholars (Binggeli et al., 2013). In this sub-theme, in accordance with the overall Colloquium theme, we seek to create reflexive exchange between scholars involved in studying migration and its consequences for individuals, organizations and societies. Migrants' lives are filled with logos relating to migration motivations as well pathos accompanying their journeys. In addition, power structures as well as cultural pressures affect migration and acculturation.

Our goal is to bring together scholars interested in formulating a multidisciplinary approach to better understand migrant relationships with the workplace, labour market, culture as well as society of the host country. The magnitude of the work and life transition calls for understanding both micro career forces and adaptation (Zikic et al., 2010), as well as macro structural and institutional factors that frame the migration experience (Reitz et al., 2014; Fang et al., 2009). We are interested in both high-skilled as well as low-skilled migration, second generation issues as well as permanent and circular/return migration (Tung, 2008). Organization studies remain focused on the most privileged migrants, while countries continue to rely on unskilled migrants in building their economic success. Hence, unskilled migration remains a hidden facet of organizations. We seek to understand how studying migrants in the organizational context can be informed and enriched by research in related disciplines, such as sociology and geography (e.g., Boyd & Schellenberg, 2007; Bauder, 2003).

In keeping with the EGOS Colloquium 2015 theme, we ask how migration broadens the notion of diversity in organizations, as well as what responsibilities organizations have to this facet of globalization. The goal is to understand positive as well as negative outcomes of immigrant diversity at the individual, societal as well organizational level. Topics papers might address – by no means exhaustive – are as follows:

- What distinguishes today's migration pattern from yester years?
- How may migrants change or diversify our societies? How does migration fundamentally or temporarily transform identities, practices, and induce cross cultural fertilization and learning in the workplace?
- How does migration complicate our understanding of "bringing your whole self to work" (Conger, 1994; Pratt & Ashforth, 2003) and the relationship between work and community?
- How do organizations foster or deter migration and the integration of migrants into workplaces? How can organizations benefit from bicultural and multicultural workers?
- How do individuals construct careers and mobility for themselves, whether with or without help from organizations? How do migrants construct meaning out of their work? Under what conditions do migrants engage in collective action to exert their rights (Yu, 2014)?
- How are patterns of immigrant entrepreneurship impacting host and origin economies?
- How can organizational and management studies become more open to migration, theoretically and practically?
- What can be done at the institutional levels, both in the host and origin countries, to improve the situation of migrants and of organizations employing them?
- How do migrant experiences compare across continents?

Convenors:

Jelena Zikic, York University, Toronto, Canada

jelenaz@yorku.ca

Kyoung-Hee Yu, University of New South Wales, Australia

khyu@unsw.edu.au

Robert MacKenzie, University of Leeds, UK
rfm@lubs.leeds.ac.uk

References

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Binggeli, S., Dietz, J., & Krings, F. (2013): "Immigrants: A forgotten minority." *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 6 (1), 107–113.

Boyd, M., & Schellenberg, G. (2007): "Re-accreditation and the occupations of immigrant doctors and engineers." *Canadian Social Trends*, 84 (September), 2–8.

Conger, J.A. (1994): *Spirit at Work: Discovering the Spirituality in Leadership*. San Francisco: Jossey-Bass.

Fang, T., Zikic, J., & Novicevic, M.N. (2009): "Career success of immigrant professionals: stock and flow of their career capital." *International Journal of Manpower*, 30 (5), 472–488.

Pratt, M.G., & Ashforth, B.E. (2003): "Fostering meaningfulness in working and at work." In: K.S. Cameron, J.E. Dutton & R.E. Quinn (eds.): *Positive Organizational Scholarship: Foundations of a New Discipline*. San Francisco: Berrett-Koehler, pp. 309–327.

Reitz, J.G., Curtis, J., & Elrick, J. (2014): "Immigrant skill utilization: trends and policy issues." *Journal of International Migration and Integration*, 15 (1), 1–26.

Yu, K-H. (2014): "Organizing immigrants: meaning generation in the community." *Work, Employment and Society*, 28 (3), 355–371.

OECD (2013): *International Migration Outlook 2013*. Geneva: OECD.

United Nations, Department of Economic and Social Affairs, Population Division (2011): *International Migration Report 2009: A Global Assessment*, ST/ESA/SER.A/316). New York: United Nations.

Zikic, J., Bonache, J., & Cerdin J-L. (2010): "Crossing national boundaries: A typology of qualified immigrants' career orientations." *Journal of Organizational Behavior*, 31 (5), 667 –686.

Jelena Zikic is an Associate Professor at York University, School of Human Resource Management, Toronto, Canada. She developed her expertise in the area of career transitions, stress and coping. Her research interests focus on individual and organizational career management issues of diverse populations, migrants most recently. Her work has appeared in journals such as 'Journal of Organizational Behavior', 'Human Relations', 'Journal of Vocational Behavior', and 'Journal of Occupational and Organizational Psychology', among others. She has served as sub-theme convenor in the past for several Colloquia.

Kyoung-Hee Yu is a Senior Lecturer at the Australian School of Business, University of New South Wales, Australia. Her research has focused on institutional and organisational change processes affecting work and employment. Her recent work has examined the mobility of work under globalisation, organisational responses to pressures from social movements, and comparative employment relations in the Asian context. She serves as book review editor and Editorial Board member of 'Organization Studies'.

Robert MacKenzie is Professor of Work and Employment at Leeds University Business School, University of Leeds, UK. His interest in labour market change and contingent employment practices developed over various research areas have led to his work on the social and economic experience of migrant workers, asylum seekers and refugees. The socio-economic processes and mechanisms that regulate the labour market activity and broader community based experiences have become key points of interest. His work on employment and restructuring has been published in 'Organization Studies'.

C. A Special Issue called by Journal of Asia Business Studies

Guest Editors

Dr Vijay Pereira

Dr Ashish Malik

Prof Fabian Jintae Froese

Supervising Editor

Prof Hemant Merchant

National Business Systems in Asian countries: Impact on Human Resource Management, Employment Relations Practices and Organisation Behaviour

Each country possesses certain unique institutional and cultural attributes when it comes to its national business systems (NBSs) i.e. how and why it conducts business in a particular way. Though some work has been done in this area (see for e.g. Whitley, 1999; Rees & Edwards, 2009), it is mostly in the Western and/or developed economy context. There is a glaring gap in research on Asian and developing country NBSs (see arguments made by Carney et al., 2009). This proposed special issue aims to contribute to the literature on NBS in Asian countries and its impact on human resource management, employment relations practices and organisation behaviour. In particular, the research on NBS, which uses socio-political, economic and cultural theoretical lenses, can be developed further in terms of the organisational and group level decisions that affect the shaping of human resource management, employment relations practices and organisation behavior.

In doing so, the three objectives of this special issue are first, to identify unique NBS in Asian countries; second, to develop comparative analysis and contrast these NBSs to Western and developed countries; and third, to examine the context-specific effects of Asian NBSs on human resource management, employment relations practices and organisation behaviour in these countries.

Although the globalisation thesis, of convergence and divergence, claims to explain the differences in multinational corporations (MNCs) human resource management (HRM) practices in host country locations (Edwards & Rees, 2009), there are other analytical frameworks such as cultural factors, institutional and varieties of capitalism (VoC) approaches. Varieties of capitalism approaches such as the Anglo-Saxon, Asian, and Mediterranean varieties of capitalism for e.g. significantly influence the strategic choices firms make in their resourcing decisions. Differences in these macro-economic characteristics and varieties of capitalism form the basis for divergence in design and implementation of international HRM practices (Carney et al., 2009; Hall and Soskice 2001).

One way to understand the variety of capitalism classification is to look at nation states as the laissez-faire state; the social state; and the developmental state (see Hyman 2008). Laissez-faire states include states that are commonly found in the liberal market economies (LME) discussed in the VoC literature (Hall and Soskice 2001), such as those of the UK, the US and other Anglo-phone states. The social state in contrast, mainly includes West European countries. In Asia, countries following this model include Japan, South Korea, Singapore and Taiwan (Hyman 2008; Weiss 2010). This is similar to the governed market economies (GME) in the VoC literature (Hall and Soskice 2001). The third classification Hyman (2008) makes is that of the developmental state, where nation states that have developed modern market economies more recently, the relations between the state and the market have followed different positions. From an Asian perspective Farnham (2014) suggests that a distinctive model of the developmental state is found in China.

The widespread proliferation of research on the impact of NBS has led to the development of robust analytical lenses as well as critiques of, for example, culture theories (see for e.g. Child, 2002; Pereira and Malik, 2013), convergence-divergence-crossvergence theories (see explanations by Froese, 2013; Ralston 2008), institutional theories and the application of varieties of capitalism approaches (Hall & Soskice, 2001; Björkman et al., 2007) to under researched contexts such as emerging Asian economies (Carney et al., 2009). Further, although the above approaches have offered rigorous analytical frameworks for conducting empirical studies in international and comparative employment relations and organisation behaviour, one of the common criticisms surrounds its use of either cultural or institutional lenses. Edwards and Rees (2009) suggest there is merit in adopting a 'holistic' approach and analysing the interactions between various levels because it allows for simultaneously exploring macro, meso, and micro level influences through the NBS approach. Adopting a holistic approach is likely to offer much more profound predictions of insights into the differences in HRM practices of MNCs (Whitely, 1999). Further, it would also add value to the areas of employment relations and organisation behaviour. In a bid to integrate these related and valuable perspectives of global versus national and culture versus institutional frames, the goal is to spur additional

theoretical and empirical research on the topic of Whitley's (1999) conceptualisation of a NBS approach as a useful framework for analysing the differences that are embedded in social and institutional contexts. Yet, there is little empirical and conceptual work available in the context of Asian countries and emerging markets.

This special issue invites contributions about Asian countries explaining how their unique NBS shape the nature, extent, and consequences of HRM, employment relations and organisation behaviour of domestic firms and foreign subsidiaries in these countries. In terms of methodology, we welcome conceptual, qualitative and quantitative contributions that further our understanding of the influence of NBS on HRM practices, employment relations, and organisation behaviour in Asian countries. To this end our call encourages submissions that address (but is not limited to) research questions that have a focus on a 'within-Asia' and 'across-Asia' impacts of NBS. The following is an indicative list of research questions:

- To what extent are HR practices, employment relations and organisation behaviour of Asian firms similar or different from those of industrialised countries, and/or developing countries.
- What are the "within-Asia" differences in Asian countries' macro-economic characteristics that form the basis for divergence in the design and implementation of international HRM practices?
- How, and to what extent do National Business Systems in Asian countries influence HR management, employment relations and organisation behaviour styles in these country multinationals (MNCs)?
- Is the conceptualisation of adopting a National Business Systems a useful approach for analysing the HRM, employment relations and organisation behaviour differences that are embedded in Asian countries social and institutional contexts? If yes, how, why, and when (i.e. under what conditions)?
- To what extent can Asian countries' unique national business systems shape the nature and extent of HRM, employment relations and organisation behaviour practices in emerging market subsidiaries as well as MNC's subsidiaries operating in these countries?
- In the context of Asia, how and why do foreign MNCs adapt/impose HR, employment relations and organisation behaviour practices?
- How do MNCs work with Asian employees and adjust to an Asian NBS?

Please submit your articles before 31 July 2015 using the journal's online submission and review system, ScholarOne: <http://mc.manuscriptcentral.com/jnlabs> .

Do check the [JABS author guidelines](#) before submitting your work. All papers will go through double blind peer review using two reviewers. Articles will be sent for review within a week following submission.

For enquiries, please contact the corresponding guest editor, Dr Vijay Pereira at vijay.pereira@port.ac.uk

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D. A Special Issue called by Journal of International Management

Management of Human Resources in MNCs from the BRICS Countries (Brazil, Russia, India, China, South Africa): Emerging Patterns, Challenges and Research Agenda

Guest Editors:

Pawan S. Budhwar (Aston University, Birmingham, UK), Rosalie L. Tung (Simon Fraser University, Vancouver, CANADA) and Arup Varma (Loyola University, Chicago, USA)

Ever since the publication of the Goldman Sachs report (Wilson and Purushothaman, 2003), the world has been carefully watching the growth and developments in the BRIC nations. South Africa sought membership to the BRIC Forum and was officially admitted as a member nation in December 2010. Since then the group has been renamed BRICS to reflect the five-nation membership. Not surprisingly, we have witnessed a number of critical developments in these five markets, such as creation of massive new markets for foreign firms; ever-increasing levels of both outward and inward FDI to and from them; and lately, the growth of MNCs from these markets which are challenging global players and even acquiring them. While research exists on HRM practices of MNCs from developed countries and their subsidiaries – including their operations in developing economies (e.g., Schuler et al., 2009), there is a dearth of publications on HRM systems in emerging market MNCs (EMNCs). Given the increasing awareness of the impact of HRM on organizational performance, the context-specific nature of HRM, the trend towards cross-vergence of HRM systems across the globe and the scarcity of reliable research evidence on HR policies and practices of MNCs from BRICS nation, it is both timely and topical to pursue a special issue on this topic.

Apart from the creation of useful information and knowledge for researchers, practitioners and policy makers, this special issue is expected to test the relevance of existing theoretical frameworks (e.g., OLI – ownership, location, internationalization; global standardization versus localization perspective; resource based view of the firm; institutional theory) to examine the nature and emerging patterns of HRM systems in MNCs from BRICS nations. Further, due to a combination of factors such as the heterogeneity of the BRICS nations, the motives for the growth of their respective MNCs being different, and the ownership of MNCs from these nations being different from developed nations MNCs, this special issue is expected to provide researchers the opportunity to examine and confirm the usefulness of new theoretical perspectives such as the LLL (linkage, leveraging, learning) (Mathews, 2006), dynamic capabilities perspective (Cazurra and Genc, 2008), ambidexterity perspective (Luo and Rui, 2009), ambicultural mode (Chen and Miller, 2010), reverse diffusion, spring board strategy (Luo and Tung, 2007), liability of country of origin, liability of foreignness and late mover disadvantage (e.g., Contractor et al., 2007; Guillen and Garcia-Canal, 2009), and hybridization or move towards the best practice model; contributing to developments in the fields of international HRM, international management, comparative management, and organizational learning (e.g., Tung, 2008; Horwitz and Budhwar, 2014).

The aim of this special issue is to create an opportunity to fill the above highlighted gaps in the existing body of literature by assembling conceptual, theoretical and empirical developments related to the topic of 'management of human resources in the MNCs from BRICS nations'. HRM is generally acknowledged to be context-specific; and to better understand the nature of HRM systems relevant for EMNCs in different settings, it is important to analyze the business environment of the country of origin of these MNCs and the country of their operations (e.g., Khavul et al., 2010). Also, over the years, there has been an ongoing debates in the field of international HRM on topics such as the suitability of specific approaches to IHRM; global standardization versus localization of HRM policies; transfer of HR across subsidiaries and global sharing of best practice; global talent management; reverse knowledge transfers; the role of country specific HR centers in coordination and transfer of knowledge across the MNE operations; and convergence-divergence or cross-vergence of HRM across subsidiaries of MNCs operating in different parts of the world (see, e.g., Budhwar et al., 2009). However, the majority of these debates have been tested in MNCs from developed nations. In light of the rapid growth of MNCs from BRICS countries, a number of questions need addressing, such as what is the role of the HRM function in the internationalization of EMNCs? What IHRM approach(es) do EMNCs adopt? Are these similar to or different from those of developed countries MNCs? What kind of theoretical frameworks are suitable to investigate the emerging patterns of HRM systems in MNCs from BRICS nations? Do EMNCs emphasize global standardization, localization or glocalization of HRM systems? What are the key HRM challenges facing MNCs from emerging markets? This special issue is designed to address the aforementioned issues.

The following are illustrative questions/themes that are consistent with the spirit of this special issue. Authors are encouraged to contribute papers with wider perspectives, as long as the papers are in line with the broad theme of the proposed special issue.

- What is the nature of HRM systems of foreign firms originating from emerging markets, specifically Brazil, Russia, India, China and South Africa?
- What are the major factors that affect HRM policies and practices from EMNCs in their overseas operations?
- What theoretical frameworks are relevant to examine and highlight the context-specific nature of HRM in EMNCs?
- Are HRM systems of MNCs from BRICS countries convergent with systems of developed nations?
- How do MNCs from BRICS countries share their best HRM practices and transfer them between headquarters and subsidiaries?
- What is the experience of expatriates from MNCs of BRICS countries, and to BRICS countries?
- How can HR policies and practices affect organizational performance of EMNCs?
- What is the role of HR in the formation and implementation of global strategic alliances (e.g., mergers and acquisitions)?

Key dates for the SI:

Submission Deadline: 31 July 2015
Review Completion: 30 April 2016
Publication: 2016/17

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3. News from our Members

A. Publications

- Lee, C.I.S.G., Felps, W., & Baruch, Y. 2014. Toward a taxonomy of career studies through bibliometric visualization. *Journal of Vocational Behavior*, 85(3): 339-351.
DOI:10.1016/j.jvb.2014.08.008

This paper provides a structured overview and synthetic taxonomy of the state of the career literature in management and in the social sciences more broadly. The study can be useful for career scholars navigating the near and distant literatures, finding new ways to contribute, and leveraging insights of fellow career researchers. The maps from the study can be downloaded and explored interactively. For the management literature go to <http://bit.ly/CareerLocal> and for the career literature across the whole of the social sciences go to <http://bit.ly/CareerGlobal> (the software can take up to a few minutes to initiate after it has been downloaded).

- Akkermans, J., Brenninkmeijer, V., Blonk, R.W.B., & Schaufeli, W.B. (2014). It's all about CareerSKILLS: Effectiveness of a Career Development Intervention for Young Employees. *Human Resource Management*. Advance online publication. doi: 10.1002/hrm.21633.

In this paper we empirically tested the effectiveness of the CareerSKILLS intervention, a group training method that focuses on career competency development of young adults. We found that participants of the intervention, compared to control groups, developed their career competencies, perceived themselves to be more employable, and also became more engaged in their work. These results provide evidence for the short-term effectiveness of the CareerSKILLS intervention.

- Recent publications by Ollier-Malaterre

Ollier-Malaterre, A., & Rothbard, N. (Forthcoming). Social Media or Social Minefield? Surviving in the New Cyberspace Era. *Organizational Dynamics*, 44 (1).

Kossek, E.E., Ollier-Malaterre, A., Lee, M.D., Hall, T., & Pichler, S. (Forthcoming). Line Managers' Experiences with Reduced-load Work for Professionals in Embracing and Ambivalent Organizational Contexts. *Human Resource Management*.

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

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

An exploratory field study was conducted among 30 project teams in the sectors of building and utilities, engineering and construction, infrastructure, and area decontamination and development in the Netherlands. It examined the influence of leadership on team learning behaviors and included team stability as a potential mediator, all analyzed at the team level using structural equation modeling. Results indicated that both person-focused and task-focused leadership behavior were directly and positively related to team learning. Team stability did not mediate the relationship between leadership and team learning; however, a strong direct relationship between team stability and team learning was confirmed. These findings have implications for interventions by all stakeholders of project teams (i.e., team members, project managers, and supervisors) aimed at increasing team learning. Suggestions are presented for leadership practices that stimulate project-team learning behaviors.

Van der Klink, M., Van der Heijden, B.I.J.M., Boon, J., & Williams van Rooij, S. (2014). Exploring the contribution of formal and informal learning to academic staff employability. A Dutch perspective. *Career Development International*, 19(3), 337-356.

Little attention has been paid to the employability of academic staff and the extent to which continuous learning contributes to academic career success. The purpose of this paper is to explore the contribution of formal and informal learning to employability. Survey data were obtained from 139 academic staff members employed at the Open University in the Netherlands. We found informal learning, such as networking and learning value of the job, appeared to be solid contributors to employability, while the impact of formal learning activities was far less significant. Further, the study revealed the impact of employee and organizational context factors upon informal learning and employability. Age, salary and learning climate appeared to be strong predictors for informal learning, while promotions were shown to be highly positive contributors to employability. The findings stress

the value of informal learning, although human resource policies that encourage both formal and informal learning are recommended.

Stoffers, J., Van der Heijden, B.I.J.M., & Notelaers, G. (accepted). Towards a moderated mediation model of innovative work behaviour enhancement. *Journal of Organizational Change Management*.

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

Van der Heijden, B.I.J.M., Peters, P., & Kelliher, C. (2014). New ways of working and employability: Towards and agenda for HRD. In R.F. Poell, T.S. Rocco, & G.L. Roth (Eds.), *The Routledge Companion to Human Resource Development* (pp. 542-551). London: Routledge Taylor & Francis Group.

De Lange, A.H., Kooij, T.A.M., & Van der Heijden, B.I.J.M. (2015). Human Resource Management and Sustainability at Work Across the Life-span: An Integrative Perspective. In L. Finkelstein, D. Truxillio, F. Francaroli, & R. Kanfer (Eds.), *Facing the Challenges of a Multi-Age Workforce. A Use-Inspired Approach*. SIOF Organizational Frontiers Series <<http://www.psypress.com/books/series/LEASIOPOF/>>, Psychology Press.

B. Awards

Laura den Dulk, Sandra Groeneveld, Ariane Ollier-Malaterre and Monique Valcour won the **2014 Kanter Award for Excellence in Work-Family Research** for their paper *National context in work-life research: A multi-level cross-national analysis of the adoption of workplace work-life arrangements in Europe* published in the *European Management Journal*, 2013, 31(5):478–494. Their article was selected from over 2500 articles published in 2013 in 77 leading English-language journals from around the world.

C. Maury A. Peiperl: Next career move

Della Bradshaw D. (2014, Oct 3) Cranfield appoints IMD Professor Maury Peiperl as dean. *The Financial Times*. Retrieved from <http://www.ft.com/cms/s/2/37b65d90-4b16-11e4-b1be-00144feab7de.html#axzz3F6LYN8JT>

American Maury Peiperl is to be the next director (dean) of Cranfield University School of Management, taking over from interim director Joe Nellis in early 2015. The move follows the decision by Frank Horwitz to resign from the director's role in December 2013.

Prof Peiperl, an executive education specialist, has had a career spanning both academia and industry. After studying engineering at Princeton he worked at IBM and Merrill Lynch before enrolling on the Harvard Business School MBA. He then spent two years in

strategy consulting in London before returning to Harvard to begin his PhD in organisational behaviour.

From 1992 to 2005 Prof Peiperl worked at London Business School, where he helped establish the EMBA Global programme that LBS runs with Columbia. At IMD he designed and taught numerous executive education programmes.

Prof Peiperl described his move to Cranfield as an opportunity to “make a tangible difference in the world of practice, across a variety of sectors”.

Prof Peiperl has also been appointed Pro-Vice-Chancellor of Cranfield University.

For more information, please access the university’s website:

<http://www.som.cranfield.ac.uk/som/n341/New-Director-for-Cranfield-School-of-Management->

4. About the Careers Division

A. Domain Statement

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

B. Statistics For Careers Division (11/30/14)

Total number of members: 637

By member Type

Academic: 438

Emeritus: 16

Executive: 44

Student: 139

C. Teaching Community

Welcome to the Career Studies Teaching Community

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

Mission

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

Entering Data

You will need a login name and password to enter data. Please contact one of the site administrators below:

Michael Arthur: marthur@suffolk.edu

Holly Slay: slayh@seattleu.edu

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

Welcome to the Career Studies Teaching Community!

For more information:

<http://cardiv.org/teaching/>

D. The Career Forum

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

Issues: two times a year

Fall/Winter Issue

Spring/Summer issue

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

Submissions for news, announcements, and abstracts are accepted on a continuing basis at:

yanshen@uvic.ca .

We're on the web! The Careers Division home page: <http://www.cardiv.org/>